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FWH	Fra

		Ma
GAT		Ab Fec
ISO		Inte 20,
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MIL-STD		US

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NPMT	No Rej
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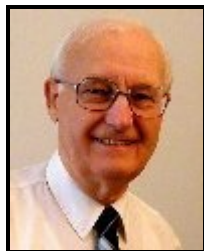
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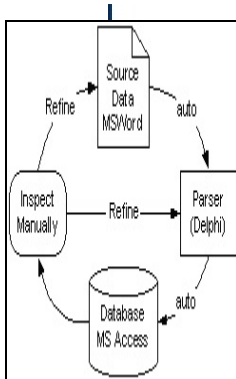
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Acceptability Criteria — to — Active Listening

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Term	Definition (links in b signifies Editor's Ch
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Acceptability Criteria

A limit or limits placed on the degree of non-conformance permitted material expressed in definitive operational terms. [D00001]

Acceptable Quality Level ("AQL")

The maximum percent defective (or the maximum number of defects per hundred units) that, for purpose of sampling inspection, can be considered satisfactory as a process average. [D00002]

Approval (of results).

Acceptance

Acceptance

The act of an [authorize](#) representative of the [government](#) by which the [government](#), for itself or as agent for another, assumes [ownership](#) of existing or identified [supplies](#) and [tends](#) or [approves specific services](#) rendered as [partial or complete performance contract](#). [D00004]

Acceptance

The [formal process](#) of accepting [delivery](#) of a

product or a deliverab
[D00005]

Acceptance

The formal process of accepting the delivery deliverable or product normally based on veri that it is in accordance the Product Descriptio
[D03584]

Acceptance

✓ The act of taking cus based on satisfactory verification. [D03972]

Four (or more) formal

Acceptance Letters

written during the final Stage(s) of a project, i Systems, Operations, Security, User and Bus Acceptance Letters. [DC

Acceptance Number

The maximum number defects or defective un the sample that will pe acceptance of the inspe lot or batch. [D00006]

A control gate at which buyer determines that t presented for acceptan complies with its

Acceptance Review

specification. Acceptance Reviews occur at all levels of the system hierarchy. The verification results are presented as evidence of specification compliance [D00007]

Acceptance Review

A control gate to ascertain verification and acceptance [D03974]

Acceptance Review

✓ A specification compliance control gate or check point to ensure which adherence to expectations of the service deliverables is verified

	Performed at any level system or process . [D04]
Acceptance Test	A predefined test to prove equipment will perform allotted task . [D00008]
Acceptance Test	Tests conducted in accordance with an approved test procedure Tests are best conducted by an independent organization and witnessed by a representative of the body for compliance with the

procedure and verification plan. [D03973]

**Acceptance
Test Procedure
("ATP")**

Detailed step-by-step instructions for the set-
operation, and evaluation tests. The procedure in
the approach to sampling
statistical quality control
[D03975]

Access

Ability to enter the site
project works and/or the
necessary project data.

The provision of suitable

Accommodation

space and/or arrange to include additional [requirements](#) without [processing](#) a [scope change](#). [D02344]

Account

A listing or statement of fiscal, [corporate](#) or [procurement](#) [cost data](#). [D02345]

Accountability

Being answerable for [1](#). [D00009]

✓ Being answerable to superior in an [organization](#) for the exercise of one's

Accountability

[authority](#) and the [performance](#) of one's duties. See also [Responsibility](#). [D00010]

Accountability Matrix

See [Responsibility/Accountability Matrix](#). [D00011]

Accountability / Responsibility Matrix

A [structure](#) which relates [project organization structure](#) to the [work breakdown structure](#); assures that each [element](#) of the [project](#) or [work](#) is assigned to a responsible [individual](#).

Accountable

Responsible, answerable
[D03976]

Accountant

A person responsible for maintaining fiscal or [corporate accounts](#).

Editor's Note: For one who maintains [project accounts](#) see [Project Accountant](#) that [skills](#) required for [project accounting](#) are the same mix as for [corporate accounting](#).

Accounting

See [Project Accounting](#)
[D02348]

Accounts

In project accounting, a cost statements that dis the current status of the project and future statu completion. [D02346]

Accrual Accounting

A system of accounting which expenses are recognized when incur and revenues are recog when they are known, regardless of the time actual payment of cash made or received. [D022

Accrual Method

A [method](#) that determines when the [cost](#) for a [resource](#) is incurred, the [fixed costs](#), and when [actual costs](#) are charged to a [project](#)

[D00013]

Accrued Cost

A [cost](#) that is incurred once at a [certain time](#) in a [project](#) or gradually, for instance, over the entire duration of a [task](#) is being [worked](#)

[D00014]

A degree of exactness. [project work](#), usually expressed as a [range](#)

Accuracy

particularly in connect
with estimates of cost ;
time. [D02349]

Achievement

A measure of performa
accomplishment to date
[D02350]

Acquisition

✓ The obtaining under
contract of supplies and
services to meet the ne
a project. [D02272]

The acquiring by contr
with appropriated fund

Acquisition

supplies or services (including construction and for the use of the organization through purchase or lease, whether the supplies or services are already in existence or must be created or developed, demonstrated and evaluated. [D03792]

Acquisition Control

A system for acquiring project equipment, materials and services in a uniform and orderly fashion. [D00015]

Review and analysis of

Acquisition Evaluation

responses to determine [supplier's](#) ability to perform the [work](#) as requested. [activity](#) may include an [evaluation](#) of [suppliers](#) [financial resources](#), ability to comply with [technical](#) and [delivery schedules](#), satisfactory [record](#) of [performance](#) and eligibility for [award](#). [D00016]

Acquisition Methods

The various ways by which [goods/services](#) are acquired from [supplier](#)s. [D00017]

Acquisition Negotiations

Contracting without for advertising. This metho offers flexible procedu permits bargaining and provides an opportunit prospective suppliers 1 revise their offers befo award. [D00018]

Acquisition Plan

The document that desc the approach for acqui It defines competitive source, schedule, fundi manpower, facilities, r etc. Also called the Sy Acquisition Plan. [D0397]

Acquisition Plan Review ("APR")

The control gate to approve the Acquisition Plan. The APR is the decision point to initiate the project and commit funding, personnel and other resources to acquisition. [D03978]

Acquisition Planning

The process by which the efforts of all personnel responsible for an acquisition are coordinated and integrated through a comprehensive plan for fulfilling the organizational need in a timely manner.

at a reasonable [cost](#). It includes developing the overall [strategy](#) for [ma](#) the [acquisition](#). [D03793]

Acquisition Process

The [process](#) of acquiring [personnel](#)/[goods](#)/[service](#) new or existing [work](#) v the general [definitions](#) [contracts](#) requiring an [a](#) and [acceptance](#), [consideration](#), lawful s matter and competent p [D00019]

A measure intended to

Action

influence the course of
project. [D00020]

Action Item

Something agreed to be
as a result of a discuss
meeting and usually rec
in the minutes of that m
[D03021]

**Action Item
Flags**

A symbol or other form
alert to warn project te
members of things to b
usually at or by a speci
date and time. [D02351]

Action Plan

A plan that describes v
needs to be done and v
needs to be completed.
project plans are action
plans. [D00021]

Action Plan

A sequenced and prior
chronology of intent,
commitment, and tactic
what one is going to ge
and some of the key ac
involved. [D00022]

Action Plan

✓ A description of wh
needs to be done, wher
by whom. [D03417]

Activation

The process of getting something started, typically project activity of some importance and often dependent upon some pre-condition such as completion of a milestone. [D02352]

Active Listening

Standard techniques of listening are to pay close attention to what is said, ask the other party to speak carefully and clearly what they mean, and to request ideas be repeated if there is any ambiguity or uncertainty.

Active Listening

✓ Paying careful attention to what is being said, then rephrasing that [information](#) and feeding it back to the originator to ensure that what you think you heard is what they meant. [D04313]

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Activity — to — Actual Direct Costs

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Activity

A single [task](#) within a [project](#).
[D00024]

[\[SPM 304-9\]](#)

Activity

A [specific project task](#) that requires [resources](#) and [time to complete](#).
[D00025]

[\[OTOB 271-4\]](#)

Activity

A [task](#) or series of [tasks](#) (activities) that is (are) performed over a [period of time](#). [D00026]

[\[CCCP\]](#)

Activity

An [element](#) of [work](#) performed during the course of a [project](#). An activity normally has an expected [duration](#), an expected [cost](#), and expected [resource requirements](#). Activities are often subdivided into [tasks](#). [D00027]

[\[PMK96\]](#)

Motion toward a clearly [targeted](#)

Activity

result, something one does as distinct from something one gets done (result).
[D00028]

[\[TML215\]](#)

Activity

[Subtask](#) within a [project](#). [D00029]

[\[NPMT\]](#)

The smallest self-contained unit of [work](#) used to define the [logic](#) of a [project](#). In general, activities

Activity

share the following characteristics: a definite duration, logic relationships to other activities in a project, use resources such as people, materials or facilities, and have an associated cost.

[D00030]

[WST]

Activity

(And Activities)
A series of tasks performed over a

[RMH]

period of time.

[D00047]

An activity is an individual task needed for the completion of a project. It is the smallest discrete block of time and resources typically handled by PM software. It is a single task which needs to be done in a project. Multiple

activities are related to each other by identifying their immediate predecessors.

Solitary activities, which have no

Activity

predecessors or successors, are

[PMST]

allowed. Most

PM software

packages are

precedence-based
systems which

analyze schedules
based on the

activity
relationships that
are specified.
Activities can
also be called
work packages,
tasks, or
deliverables.

*Editor's Note: An
Activity
represents work
being done
whereas a
Product is the
result of work
done. [D01854]*

✓ A task or set of tasks that are carried out in order to create a deliverable

Editor's Note: It should be noted that the term 'activity' is used as a collection of tasks,

[\[PMMJ97\]](#)

Activity

synonymous with task or as a subset of a task.

It is recommended that a 'task' should be

thought of as a subset of 'activity'. [D02187]

Activity

An item of work in support of the work scope. An Activity consumes time.
[D02258]

[10]

Activity Arrow Net

Project plan in the form of a structural network where the activities are

[NPMT]

denoted
[graphically](#) by
[nodes](#). [D00031]

Activity Calendar

In [computer scheduling](#),
[calendar](#) that
defines the
[working](#) and non-
[working](#) patterns
applicable to an
[activity](#). The
[Activity Calendar](#)
is normally
overridden by the
[Project Calendar](#).
See also

[\[PNG\]](#)

[Resource](#)

[Calendar](#)S. [D03586]

A set of numeric or alpha-numeric characters that uniquely identifies a [particular activity](#).

Editor's Note:

The [coding structure](#) is

typically developed through the [work breakdown](#)

**Activity
Code**

[\[PD-U\]](#)

structure as a means of universal reference throughout the project or program. [D02353]

**Activity
Definition**

Identification of the specific activities that must be performed in order to produce project deliverables.

[D00033]

[WST]

**Activity
Description**

Any combination of characters which easily identifies an [activity](#) to any recipient of the [schedule](#). [D00034]

[\[PMK87\]](#)

**Activity
Description**

✓ A statement [specifying](#) what must be done to achieve a desired result. [D01855]

[\[PPS&C:
p338\]](#)

Activity Duration

✓ The best estimate of the time (hours, days, weeks, months, etc.) necessary for the accomplishment of the work involved in an activity, considering the nature of the work and resources needed for it.

[D00035]

[PMK87]

The length of time
(hours, days,

Activity Duration

weeks, months)
that it takes to
complete an
activity. This
information is
optional in the
data entry of an
activity. Work
flow
(predecessor
relationships) can
be defined before
durations are
assigned.
Activities with
zero durations are
considered
milestones or

[WST]

[PMST]

[hammock](#)s. [D00036]

**Activity
Duration
Estimating**

The estimation of the number of [work periods](#) that will be needed to [complete](#) the [activity](#). [D00037]

[\[WST\]](#)

**Activity
Elaboration**

A more detailed explanation of the [work](#) involved in the [Activity](#), possibly by describing a

[\[PD-U\]](#)

series of [tasks](#).

[D02354]

Activity File

A [file](#) containing all [data](#) related to the [definition](#) of activities on a [particular project](#).

[D00038]

[\[WST\]](#)

Activity ID

A unique [code](#) identifying each [activity](#) in a [project](#). [D00039]

[\[WST\]](#)

Activity

List of [project](#)

List	activities. [D00040]	[NPMT]
Activity Node Net	Project plan in the form of a structural network where the activities are denoted graphically by arrowS. [D00041]	[NPMT]
Activity on	In documenting and drawing a network one may place the	[OTOB]

Arc
("AOA")

activities on the
arcs or on the
[nodes](#) ([Activity
on Node](#)) [D00042]

[271-4\]](#)

**Activity on
Arrow**
("AOA")

See [Arrow
Diagramming
Method](#). [D00048]

Activity on

A [network
diagram](#) showing
[sequence](#) of
activities, in
which each
[activity](#) is
represented by an

[\[PPS&C:
p338\]](#)

Arrow

[arrow](#), with a circle representing a [node](#) or [event](#) at each end. [D03709]

Activity on Node ("AON")

See also [Activity on Arc](#) and [Precedence Diagram Method](#). [D00043]

Activity on

✓ A [network](#) where activities are represented

[WST]

Node

by a box or a node linked by dependencies.

[D00049]

Activity on Node

A network diagram showing sequence of activities, in which each activity is represented by a box or circle (that is a node) and these are interconnected with arrows to show precedence

[PPS&C:
p338]

of [work](#). [D03710]

Activity Oriented

A [planning approach](#) focused primarily on activities rather than [events](#).

[D00044]

[\[NPMT\]](#)

Activity Oriented

[Schedule](#) which presents [information](#) in terms of activities (i.e. [periods](#) of [time](#), as opposed to points in [time](#),

[\[CCCP\]](#)

Schedule

e.g. [milestone](#) dates). See also [Precedence Diagramming](#).

[D00045]

Activity Properties

A description of the [attributes](#) of the [activity](#) such as start and [finish times](#), [resources](#) required and anticipated [cost](#), etc. [D02355]

[\[PD-U\]](#)

Activity Quantities

Units of consumption or production associated with an Activity.

[D02356]

[PD-U]

Activity Status

The state of completion of an activity. A planned activity has not yet started. A started activity is in progress. A finished activity is complete.

[D00046]

[WST]

Activity Timing

The [time parameters](#) within which the [Activity](#) is expected or required to take place. [D02357]

[\[PD-U\]](#)

[Information](#) that shows what has actually occurred. For example, the [actual start date](#) for a [task](#) is the

[\[MSP98\]](#)

Actual

day on which the [task](#) actually started, and its [actual cost](#) is the amount spent up to the present.
[D00050]

Actual and Scheduled Progress

A [comparison](#) of the observable [work](#) done at a given [time](#) with the [work planned](#) up to that [time](#).
[D02358]

[\[PD-U\]](#)

Actual

The [cost actually](#)

Cost

incurred. [D00051]

[\[WST\]](#)

**Actual
Cost Data
Collection**

The [assembly](#) of [recorded](#) [expenditures](#) for an [Activity](#), set of Activities, and/or within a given [time](#) frame in the past. [D02359]

[\[PD-U\]](#)

A term in the [Cost/Schedule Control System Criteria](#)

**Actual
Cost of
Work
Performed
("ACWP")**

(C/SCSC) system
for the costs
actually incurred
and recorded in
accomplishing the
work performed
within a given
time period.

[D00052]

[SPM 304-
2]

**Actual
Cost of
Work
Performed
("ACWP")**

Actual cost
expended on an
activity, a part of
a project, or an
entire project.

[D00053]

[WST]

**Actual
Cost of
Work
Performed
("ACWP")**

The direct costs actually incurred and the indirect costs applied in accomplishing the work performed within a given time period.

These costs should reconcile with the contractor's incurred cost ledgers that are regularly audited by the client.

[D00054]

[PMK87]

**Actual
Cost of
Work
Performed
("ACWP")**

✓ Total costs incurred (direct and indirect) in accomplishing work during a given time period. ACWP is used in the earned value method of progress measurement. See also earned value analysis. [D00055]

[PMK96]

Actual

Actual cost incurred (spent) on work to date.

**Cost of
Work
Performed
("ACWP")**

This can be expressed as a percentage i.e.
Actual %
Expenditure =
ACWP x 100 /
BAC [D02241]

[\[PMST\]](#)

**Actual
Costs**

✓ The costs
actually incurred
and recorded for
work performed.
Editor's Note:
Sometimes
referred to as
Actuals [D02259]

[\[10\]](#)

Actual Costs

Amounts determined on the basis of costs incurred, as distinguished from forecasted costs. Actual costs include standard costs properly adjusted for applicable variances. [D03794]

[GAT]

The dates that activities really started and

**Actual
Dates**

finished as
opposed to
planned or
projected dates.
[D00056]

[WST]

**Actual
Direct
Costs**

Those costs
specifically
identified with a
contract or
project, based
upon the
contractor's cost
identification and
accumulation
system. See also
Direct Costs.
[D00057]

[WST]

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Max's

Wideman C
Project M

Actual Expenditures — to — Amendment

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Term	Definition (links in blue;  signifies Editor's Choice)	S

**Actual
Expenditures**

See [Actual Costs](#).
[D03664]

Actual Finish

Date on which an
[activity](#) was
[completed](#). [D00058]

[IV](#)

**Actual Finish
Date ("AF")**

The date [work](#)
[actually](#) ended on an
[activity](#).
*Editor's Note: In
some [application](#)
[areas](#), the [activity](#) is
considered '[finished](#)'
when [work](#) is
'substantially*

[IP](#)

complete'. [D00059]

Actual Finish Date

✓ The calendar date that work actually ended on an activity. It must be prior to or equal to the data date. The remaining duration of this activity is zero. [D00060]

[P]

Actual Start

Date on which an activity was started. [D00061]

[V]

Actual Start Date ("AS")

The date work actually started on an activity. [D00062] [P](#)

Actual Start Date

✓ The calendar date work actually began on an activity. It must be prior to or equal to the data date. [D00063] [P](#)

ACWP

See Actual Cost of Work Performed

Something that has been made to fit.

Adaptation

Editor's Note: The implication is that it is not exactly as specified. See also [Workaround](#). [D02360] [IP](#)

Added Value

The addition of some [worthwhile quality](#) or [performance improvement](#) as a result of some [action](#) taken, which may or may not have been [part](#) of the original [understanding](#), [agreement](#) or [contract](#). [D02558] [IP](#)

Addendum

See [procurement addendum](#). [D00066]

Adequacy

The extent that an item or [action](#) is sufficient for the [purpose](#).

Editor's Note: The implication of this term is that it is not the ideal solution.

[D02361]

[P](#)

The last [stage](#) of

Adjourning

Team Building where the team disbands.
[D03587] IP

Adjustment

An action to make something fit a predetermined requirement or condition. An adjustment may apply to physical parts or to data such as a cost estimate. [D02362] IP

ADM

See Arrow Diagram Method

ADM Project

Non-hierarchical [project](#) that uses the [arrow diagramming method](#). [D00067]

[V]

Administration

That [part](#) of the [organization](#) responsible for, or the act of, [directing](#) and [managing](#) the activities of the [organization](#), [program](#), [project](#) or major [work package](#). [D02771]

[P]

Administrative

See [Administrative Management](#). [D02363]

Administrative Change

A unilateral [contract modification](#), in writing, that does not [affect](#) the substantive rights of the [parties](#) (e.g., a [change](#) in the paying office or the [appropriation data](#)). [D03795]

[\[G\]](#)

[Management](#) that operates in the [public](#) trust, such as

Administrative Management

national, regional or local [government administrations](#).

[Designed](#) to survive indefinitely, the intended [goal](#) is to provide an environment acceptable to its [constituents](#) for their survival, prosperity and comfort. [D00068]

ADP

See [Automated Data Processing](#)

ADR

See [Alternative Dispute Resolution](#)

Advanced Material Release ("AMR")

A [document](#) used by [organizations](#) to initiate the [purchase](#) of long-[lead-time](#) or [time-critical materials](#) prior to the final [release](#) of a [design](#). [D00069]

[\[v\]](#)

AF

See [Actual Finish Date](#)

AFE

See [Application for Expenditure](#)

Affect

To make happen, or to [cause](#) an effect or [change](#) to occur, or has or will result. Typically used to identify secondary [impacts](#) as a result of a primary [change](#).
[D02364]

[IP](#)

Affected Parties

Those who have been, or will be, [impacted](#) by a

[IP](#)

change. [D02365]

Agency

A legal relationship by which one party is empowered to act on behalf of another party. [D00071] P

Agenda

A list of things to be done or discussed, typically at a meeting.

Editor's Note: No project meeting should be convened without the prior P

circulation of an Agenda. This enables attendees to prepare and ensure a productive and time-effective meeting.

[D02366]

Aggregation

Summation of parts. Typically used in reference to estimating. [D02367]

IP

Agreement

A term often used to refer to contracts between an owner and its professional

IC

	<u>consultants</u> s. [D00072]	
Agreement	Concurrence of facts or <u>approach</u> , but not <u>acceptance</u> of <u>meeting</u> all <u>requirements</u> . [D03979]	<u>[C]</u>
Agreement	Harmony of opinion or feeling; a <u>contract</u> or promise. [D04321]	<u>[N]</u>
Agreement,	✓ A <u>legal document</u> that sets out the terms	<u>[P]</u>

Legal

of a [contract](#) between two [parties](#). [D00073]

ALAP

See [As-Late-As-Possible](#)

Algorithm

A [particular](#) mathematical [model](#) used for running [calculations](#), typically [computerized](#). For example, different [project management scheduling software programs](#) use

[P](#)

different Algorithms
for calculating
[Resource Leveling](#).

[D02368]

Alignment

The bringing of
separate [parts](#) into
[line](#). This may refer
to physical [parts](#) or
to notional parts such
as [goals](#) and
[objectives](#). [D02369]

[IP](#)

Alliance

An [agreement](#) to act
jointly. See
[Partnering](#). [D02370]

[IP](#)

Allocated Baseline

Requirements
allocated to lower
level system
elements that are
controlled by formal
change control.

[D03980]

[C

Allocated Requirements

Requirements
apportioned to the
elements of a system
by applying
applicable
knowledge and
experience.
Determination of

[C

allocated
[requirements](#) is not
as scientifically
rigorous as
[determination](#) of
derived
requirements. [D03981]

Allocation

See also [Resource Allocation](#). [D00074]

Allocation

The [process](#) of
allocating [work](#) on an
[activity](#) to [specific](#)
[Resources](#). [D03588]

[P]

Allowable Cost

A cost that meets the tests of:

1. Reasonableness.
2. Relevance to the contract.
3. Accounting in accordance with standards promulgated by the Cost Accounting Standards Board, if applicable; otherwise,

generally
accepted
accounting
principles and
practices
appropriate to
the particular
circumstances.

4. The terms of the
contract.

[D03796]

An amount set aside,
usually time or
money.

*Editor's Note: There
are different types of*

Allowance

allowances, e.g.

Contingency

Allowance, Scope

Allowance or

Contingency Reserve

[D02371]

[P

Alternate Resource

A resource that may be substituted as the requirement for an activity if the requested resource is not available. [D00075]

[V

Breaking down a
complex scope

Alternative Analysis

situation for the [purpose](#) of generating [IP](#) and evaluating different solutions and [approaches](#).
[D00076]

Alternative Dispute Resolution

Any [procedure](#) or combination of [procedures](#) voluntarily used to resolve [issues](#) in controversy without the need to resort to litigation. These procedures may include, but are not limited to, assisted [IG](#)

("ADR")

settlement
[negotiations](#),
conciliation,
facilitation,
mediation, fact-
finding, mini-trials,
and [arbitration](#).

[D03797]

Alternatives

[Review](#) of the means
available and the
[impact](#) of [trade-offs](#)
to attain the
[objectives](#). [D00077]

[IP](#)

Ambiguity

Something that is likely to be interpreted in more than one way.

Editor's Note: An important part of a project manager's job is to seek clarity and hence avoid ambiguity. [D02373]

Amendment

A change in a solicitation prior to contract award.

[D03798]

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Amount at Stake — to — Artificial

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Source

Amount at Stake

The severity or extent of adverse [consequences](#) which could occur to the [project](#). For example, the [cost](#) of recovery from lost [production](#), plus the [cost](#) of recovering from the [delay](#), etc.

[D00078]

[\[FWH\]](#)

[\[RMH\]](#)

AMR

See [Advanced Material Release](#)

The [study](#) and

Analysis

examination of something complex and separation into its more simple components.

Analysis typically includes discovering not only what are the parts of the thing being studied, but also how they fit together and why they are arranged in this particular way. A study of schedule variances

[PMK8'
QMPP

for [cause](#), [impact](#),
and [corrective
action](#). [D00079]

Anecdotal

[Based](#) on hearsay
rather than on
[demonstrated](#)
facts, hard [data](#) or
personal
[experience](#). [D02374]

[\[PD-U\]](#)

Anticipated Award Cost

The most probable
[contract price](#) at
[time](#) of [tender](#) and
[award](#). It forms
[part](#) of the [forecast](#)

[\[CCCP\]](#)

to complete. See
Cost Types. [D00080]

AOA

See Activity on
Arc

AOA

See Activity on
Arrow

AOL

See Limits of
Authority

AON

See Activity on
Node

AOQ

See [Average
Outgoing Quality](#)

AOQL

See [Average
Outgoing Quality
Limit](#)

APMA

See [Area of
Project
Management
Application](#)

The [contractor](#)

Apparent Low Bidder

who has submitted the lowest compliant bid for all or [part](#) of a [project](#) as described in a set of [bid documents](#).

[D00081]

[\[PMK8\]](#)

Application

An act of putting to use (new [techniques](#)): an act of applying [technique](#)s. [D00082]

[\[PMK8\]](#)

A category of

Application Area

projects that have common elements not present in all projects.

Application areas are usually defined in terms of either the product of the project (i.e., by similar technologies or industry sectors) or the type of customer (e.g., internal vs. external, government vs. commercial, etc.).

[PMK9]

[Application](#) areas
often overlap.
[D00083]

**Application
for
Expenditure
("AFE")**

A [formal document](#)
presented to
[management](#) to
permit the
[expenditure](#) of
funds, typically
[supported](#) by
appropriate
justification
[documentation](#).
See also
[Application for
Expenditure
Justification](#).

[\[RMW\]](#)

The formal documentation required to support an Application for Expenditure.

Typically a submission requesting funding to undertake the Implementation and Commissioning, Start-up & Completion Phases of a capital

Application for Expenditure Justification

project. It represents complete summary documentation of the project up to that point and is required by management to enable an appropriate decision to be made concerning continuation of the project and to ensure that a proper basis has been established for the conduct of

[PMGd]

the project during those ensuing [phase](#)s. [D00070]

Application Programmers

Those [programmers](#) responsible for the [development](#) of function and [industry](#) relevant [software](#) that is determined by their employer's [part](#)icular business (for example, [banking](#),

[\[SPM 3
2\]](#)

aerospace, stock
brokerage,
[insurance](#),
[accounting](#),
[inventory](#)). [D00084]

Apportioned Effort

[Effort](#) that is not
itself readily
divisible into
short-span [work
packages](#) but
which is related
and proportional
to measured [effort](#)
in other [work
packages](#). [Project
management](#)

[\[PD-U\]](#)

overhead is an example. [D02273]

Apportioned Task

A task that is dependent on or related to the performance of another task.
[D03982]

[CSM]

An impartial evaluation of information concerning a system, service or product to

Appraisal

determine its measure of effectiveness and efficiency for purposes of making recommendations for acceptance, correction, or preventive action.
[D02274]

[PD-U]

A way of doing things. For example, project planning may require different

Approach

approaches, or different approaches may be considered as a way of reducing [Project Risks](#)
[D02376]

[\[PD-U\]](#)

An [allocation](#) of funds to a [project](#) by the [owner](#) or [sponsor](#) in response to a [Capital Appropriation Request \(CAR\)](#) or a [Request For Appropriation](#)

Appropriation

([RFA](#)). In a [structured organization](#), a [commitment](#)

cannot be made until an appropriation has been obtained.

However, a lower threshold [value](#) may be set below which a [formal](#) appropriation is not required.

Prefeasibility and similar studies are such examples.

[D00085]

[\[CCCP\]](#)

Approval

A process for sanctioning a proposed course of action usually following some form of review. It should involve the transfer of the necessary supporting Authority and Responsibility with the expectation of Reliability and Accountability.

[PD-U]

[D02377]

Approval to Proceed

Approval by the project board at initiation or prior to the beginning of the next stage.

[D00086]

[WST]

Approval to

This approval is given by the Project Board at Project Initiation and at each End Stage Assessment prior to commencement of

[PNG]

Proceed

the next [Stage](#). It represents a [commitment](#) to a further [expenditure](#) up to the end of the next [stage](#) of the [Project](#). [D03589]

To accept as satisfactory.
[Approval](#) implies that the thing approved has the [endorsement](#) of the approving [agency](#)-, however, the [approval](#) may still

Approve

require confirmation by somebody else. In [management](#) use, the important distinction is between *approve* and [authorize](#).

Persons who approve something are willing to accept it as satisfactory for their [purposes](#), but this [decision](#) is not final. Approval may be by several persons. The

[\[PMK8\]](#)

person who
authorizes has
final organization
authority. This
authorization is
final approval.
[D00087]

Approved Bidders List

A list of
contractors that
have been pre-
qualified for
purposes of
submitting
competitive bids
[D00088]

[PMK8]

Approved Changes

Changes that have been approved by higher authority.

[D00089]

[PMK8]

Approved Project Requirements

A statement of realistic requirements, approved and signed off by the Stakeholder(s).

[D00090]

[PMGd]

APR

See Acquisition Plan Review

AQL

See [Acceptable Quality Level](#)

Arbitrary

Something done without apparent [logic](#). [D02378]

[\[PD-U\]](#)

Arbitration

A [formalized system](#) for dealing with grievances and administering corrective justice as [part of collective bargaining agreements](#). [D00091]

[\[PMK8\]](#)

Arc

The [line](#) connecting two [nodes](#) or representing [precedence](#) in a [PERT](#) or [CPM](#) [network](#). [D00092]

[\[OTOB](#)
[271-4\]](#)

Architecture

The [design](#) and interconnection of the main [components](#) of a [hardware/software](#) [system](#). [D02275]

[\[DSMC](#)

Architecture

✓ The framework and interrelationships of elements of a system. [D03983]

[CSM]

Archive

A repository for infrequently used or historic records.
Editor's Note: A suitably assembled and accessible archive is an important part of an

[PD-U]

organization's
estimating and
forecasting
capability, and a
project manager's
store of
experience. See
also Corporate
Memory. [D02379]

Archive Plan

A function of some
computer
programs that
allows versions of [WST]
a plan to be
archived. [D00093]

**Area of
Project
Application**

See [Area of Project Management Application](#) [D00094]

**Area of
Project
Management
Application
("APMA")**

The environment in which a [project](#) takes place, with its own [particular](#) nomenclature and accepted [practices](#) e.g. facilities, [products](#) or [systems development projects](#) (to name

[\[PMK8\]](#)

a few.) [D00095]

Arrow

The [graphic presentation](#) of an [activity](#). See also [arrow diagramming method](#). [D00096]

[\[PMK9\]](#)

✓ The [graphic presentation](#) of an [activity](#). The tail (see I-[Node](#)) of the arrow represents the start of the [activity](#). The head

Arrow

(see J-[Node](#)) of the arrow represents the [finish](#). Unless a [time](#) scale is used, the length of the arrow stem has no relation to the [duration](#) of the activity. Length and [direction](#) of the activity are usually a matter of convenience and clarity. [D00097]

[\[PMK8\]](#)

An [activity](#) in an

Arrow

[arrow diagram](#)
[network](#). [Activity](#)
[duration](#) usually
shown next to the
arrow (above or
below). Used in
both [CPM](#) and
[PERT scheduling](#)
[systems](#). [D00101]

[\[CCCP\]](#)

Arrow Diagram

See [Activity](#)
[Arrow Net](#) [D00032]

Arrow

One of two
conventions used
to represent an

**Diagram
Method
("ADM")**

[activity](#) in a
[project](#). Also
known as [Activity
on Arrow method](#).
[D00098]

[\[WST\]](#)

**Arrow
Diagramming**

A [technique](#) used
in [CPM](#) or [PERT](#).
[D00099]

[\[CCCP\]](#)

✓ A [technique](#) that
may be used in
both [CPM](#) and
[PERT](#) to [display](#)
the [network](#)
[sequence](#) and
[timing](#) of

Arrow Diagramming

activities. The [technique](#) is [event oriented](#) in that the connecting [arrows](#) represent the activities. It is simple to understand and [display](#) straight forward [networks](#). Its [flexibility](#) is limited in [comparison](#) with [precedence diagramming](#).

[D03047]

[\[CCCP\]](#)

A [network](#)

Arrow Diagramming Method

diagramming
technique in which activities are represented by arrows. The tail of the arrow represents the start and the head represents the finish of the activity (the length of the arrow does not represent the expected duration of the activity). Activities are connected at points called

[nodes](#) (usually drawn as small circles) to illustrate the [sequence](#) in which the activities are expected to be performed. See also [precedence diagramming method](#). [D00100]

Artificial

Not genuine or real, as in [conditions](#) created for running [tests](#), [\[PD-U\]](#)

or in postulating
possible [risk](#)
scenarios. [D02381]

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Terms v2*

AS — to — Award Letter

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Source

AS

See [Actual Start Date](#)

**As-built
Design**

The [documentation](#) that describes the ultimate "As-built" [configuration](#) to provide for future replication. It includes [design changes](#) implemented for [manufacturing improvements](#) and [integration](#) and [verification](#) [corrective actions](#).

[\[CSM\]](#)

The "As-built" [baseline](#) becomes the "[Build](#)-to" [baseline](#) for new [build](#)s. In [construction](#), "As-built" drawings are referred to as the "[record](#)" drawings.
[D03984]

As-built Documentation

Drawings and diagrams that provide an accurate representation of how the [product](#) or

facility is actually
built. [D03619]

As-Built Records

See As-Built
Documentation.
[D02382]

As-Built Schedule

The final project
schedule which
depicts actual
Completion
(Finish) dates,
actual duration
dates and start
dates. [D00102]

[PMI]

As-Built Schedule

✓ A reconstruction of the Project Schedule to reflect the sequence and durations in which the project work was actually accomplished. A process frequently used in developing or analyzing contractor claims for extra money by high-lighting delays to progress.

[D02383]

[RM]

An activity for

As-Late-As-Possible
("ALAP")

which the [application](#) sets the [early dates](#) as late as possible without [\[WS\]](#) [delaying](#) the [early dates](#) of any [successor](#). [D00103]

As-Needed

[Delivery](#) or consumption of [resources](#) or [information](#) just as [\[PD-\]](#) and when required. [D02384]

As-of Date

See [Data Date](#).
[D00104]

**As-Performed
Schedule**

The final [project schedule](#) which depicts [actual completion](#) ([finish](#)) [dates](#), [actual durations](#), and start dates. [D00105] [\[PMI\]](#)

As-Soon-As-

An [activity](#) for which the [application](#) sets the [early dates](#) to be as soon as possible.

[\[WS\]](#)

Possible
("ASAP")

This is the [default activity](#) type in most [project management systems](#). [D00106]

ASAP

See [As-Soon-As-Possible](#)

Assembly

A functional unit [designed](#) and managed as an entity. Examples include electronic boxes, mechanical

[\[CSM\]](#)

assemblies, and [software components](#). Level 5 of the [system hierarchy](#). [D03985]

Assembly Sequence

Two or more [parts](#) or subassemblies joined together in the correct order to form a [complete](#) unit, [structure](#), or other [element](#). [D02385] [\[PMI\]](#)

A [determination](#) of [value](#), usually in

Assessment

dollar terms, of an asset, situation or condition that requires some [action](#). Most often used in connection with some form of damages or [valuation](#) for [insurance](#), taxation, etc. [D02386]

[PD-]

Anything owned that has a monetary [value](#), e.g. property, both real and personal,

Assets

including notes, [accounts](#) and accrued earnings or [revenues](#) receivable and [cash](#) or its equivalent. Assets may be subdivided into current, fixed, etc. [D02441]

[\[PMI\]](#)

Assets

Property: real, i.e. physical; or intangible, i.e. [knowledge](#), [systems](#), or [practices](#). [D04322]

[\[MEI\]](#)

Assignment

The transfer of some power such as Authority, Responsibility, Accountability, etc. [D02387]

[PD-1]

Assumptions

Statements taken for granted or truth.
Editor's Note:
Beware -
assumptions are not necessarily
supported by
analysis or proof.

[WS]

	[D00107]	
Assurance	To examine with the intent to verify. [D00108]	[PMI] [PMI]
Assurance Program	See Quality Assurance Program . [D02388]	
ATP	See Acceptance Test Procedure	
	The way a person views a situation	

Attitude

or condition and then behaves accordingly. An important [consideration](#) in [Team Building](#).

[D02390]

[\[PD-\]](#)

Attribute

A [characteristic](#) or property which is appraised in terms of whether it does or does not exist, (e.g., go or not-go) with respect to a given requirement.

[D00109]

[\[USE\]](#)

[\[QM\]](#)

Attrition

The [loss](#) of a [resource](#) due to [causes](#) beyond the [jurisdiction](#) of the [project manager](#) such as the death or resignation of an employee, or spoilage, damage, or obsolescence of [material](#). [D03986]

[\[CSM](#)

Audit

A [formal inquiry](#) into the [progress](#), [results](#), or some other aspect of a

[\[OTC](#)
[4\]](#)

project or system.

[D00110]

Audit

A planned and documented activity performed by qualified personnel to determine by investigation, examination, or evaluation of objective evidence, the adequacy and compliance with established procedures, or

[PMI]

[QM]

applicable
documents, and the
effectiveness of
implementation.

[D00111]

✓ The systematic
examination of
records and
documents to
determine:

1. Adequacy and
effectiveness
of budgeting,
accounting,

Audit

- financial and related policies and procedures
2. Compliance with applicable laws, regulations, policies and procedures
3. Reliability, accuracy and completeness of financial and administrative records and

DSM

[reports](#)

4. The extent to which funds and other [resources](#) are properly protected and effectively used

[D02276]

Authoritarian

A form of [Leadership](#) in which the [Leader](#), directs activities from a position of [power](#) and without

[\[PD-1](#)

consideration of
the views of those
being lead. [D02391]

Authoritative

Having experience
or other
established
grounds for the
giving of
information or
directions. [D02392]

[PD-1]

The sum of rights
and powers
assigned to a
position or vested

Authority

in a person, often specified in his or her [job description](#). The authority to make [financial commitments](#) is an important aspect of [managing projects](#).
[D00112]

[\[CCC\]](#)

Authority

✓ One who is vested with [power](#) to give final [endorsement](#), which requires no further [approval](#).

[\[FW\]](#)

[D00113]

Authority

The power to make and enforce a decision. [D02277]

[DSM

Authority

The legitimate power given to a person in an organization to use resources to reach an objective and to exercise discipline. [D03711]

[PPS,
p338

Authority

The [power](#) to assign, command, commit, and judge.
[D03987]

[\[CSN\]](#)

Authorization

See [Approval](#)
[D02393]

Authorize

To give final [approval](#). A person who can authorize something is vested with [authority](#) to give final [endorsement](#) which requires no further [approval](#)

[\[PMI\]](#)

[D00114]

**Authorized
Unpriced
Work ("AUW")**

Any scope changed for which authorization to proceed has been given, but for which the estimated costs are not yet settled.

[D00115]

[WS]

**Authorized
Unpriced**

✓ The effort for which contract cost adjustments has not been agreed to, but for which

[CSN]

Work

authorization to proceed has been granted. [D03988]

Authorized Work

✓ An effort that has been approved by higher authority and may or may not be definitive. [D00116]

[PMI]

Authorized

The effort which has been defined, plus that work for which authorization has

Work

been given, but for which defined [contract costs](#) have not been agreed upon. [D00117]

[\[WS'](#)

Authorized Work

[Work tasks](#) that have been [approved](#) by [management](#). A [Project Work Authorizing Agreement](#) (PWAA) is used to [authorize in-house](#) work; [contracts](#)

[\[CSM](#)

and [subcontracts](#) are used to [authorize](#) work with [external organizations](#).
[D03989]

Authorized Works

[Parts](#) of a [project](#) that have been given [Approval to Proceed](#). [D02394]

[\[PD-1\]](#)

Automated Data

The [application](#) of electronic equipment, especially [computers](#), to

Processing
("ADP")

manage,
manipulate,
[display](#), and store
[data](#). [D03990]

[\[CSN\]](#)

**Automatic
Generation**

Spontaneous
creation. Typically
applies to the
generation of [data](#)
by [software
programs](#),
following the [input](#)
of the requisite
[data](#) and
[processing
instructions](#). [D02395]

[\[PD-1\]](#)

**Automatic
Test
Equipment**

Equipment built to perform a [test](#) or [sequence](#) of [tests](#). ATE [range](#)s from simple devices to verify mechanical or electrical continuity to sophisticated [computerized](#) [systems](#) with automatic sequencing, [data processing](#), and readout. Automatic Test Equipment

[ICSM](#)

may be [stand alone](#) test units or may be built into the [operational](#) equipment. If built in, it is referred to as BITE ([Built In Test Equipment](#)).
[D03991]

AUW

See [Authorized Unpriced Work](#)

Auxiliary Ground

[System support](#) equipment that provides [power](#) or environment

Equipment

normally provided
by internal
[systems](#). [D03992]

[\[CSN\]](#)

Availability

Capable of being
used. Usually
refers to [resources](#)
and/or [funding](#)
[D02396]

[\[PD-1\]](#)

Average

The average
[quality](#) of outgoing
[product](#) including
all accepted lots,
plus all [rejected](#)

**Outgoing
Quality
("AOQ")**

lots after the
[rejected](#) lots have
been effectively
100 percent
inspected and all
[defectives](#)
replaced by non-
[defective](#)s. [D00118]

[\[MIL
105\]
\[QM\]](#)

**Average
Outgoing
Quality Limit
("AOQL")**

The maximum of
the average
outgoing qualities
for all possible
incoming qualities
for a given
[sampling plan](#).
[D00119]

[\[MIL
105\]
\[QM\]](#)

Average Sample Size Curve

The curves that show the average [sample sizes](#) which may be expected to occur under the various [sampling plans](#) for a given [process quality](#)

[D00120]

[\[MIL
105\]](#)
[\[QM\]](#)

Avoidance

Keeping away from. Typically used as a [risk reduction strategy](#) by adopting a [Workaround](#). [D02397]

[\[PD-1\]](#)

Award

✓ The assignment of work under Contract. [D02398]

[PD-1]

Award

The notification to a bidder of acceptance of a bid. [D02399]

[PMI]

Award

The legally binding contracting of resources to produce required results. [D04314]

[26]

Award Fee

A [contract](#) fee provision used to motivate a [contractor](#) to respond to [issues](#) that are assigned and measured [periodically](#) and subjectively. The [contract](#) specifies [award](#) fee [periods](#), usually six to nine months long. The [award](#) fee [criteria](#) are negotiated prior to the start of the award fee

[period](#), providing the [buyer flexibility](#) to [change](#) the [incentive](#) emphasis as the [project](#) evolves. The [determination](#) is made unilaterally by the [buyer](#) and is not subject to the [legal disputes](#) clause provisions.
[D03993]

A letter sent in response to an

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BAC — to — Batch

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Term	Definition (links in blue;  signifies Editor's Choice)	Source
BAC	See Baseline at Completion	

BAC

See [Budget at Completion](#)

Back Charge

See [Backcharge](#).
[D02400]

Backcharge

The [cost](#) of [corrective action](#) taken by the [purchaser](#), chargeable to the [supplier](#) under the terms of the [contract](#).

[\[PMK87\]](#)

[D00122]

Backward Pass

Calculation of late finish times (dates) for all uncompleted network activities. Determined by working backwards through each activity. [D00123]

[PMK87]

Calculation of latest finish and start dates.

Backward Pass

Used in [Critical Path Method scheduling](#).

[D00124]

[\[CCCP\]](#)

Backward Pass

A [procedure](#) within [time analysis](#) to calculate the [late start](#) and [late finish dates](#) of all activities in a [project](#).

[D00125]

[\[WST\]](#)

[Calculation](#) of

Backward Pass

the latest finish times by working from finish to start for the uncompleted portion of a network of activities.

[D04315]

[26]

Actual or estimated losses arising from uncollectable accounts receivable due

Bad Debts

from [customers](#) and other [claims](#), and any directly associated [costs](#) (e.g., collection [costs](#) and [legal costs](#)). [D03799]

[\[GAT\]](#)

Balance

The amount remaining after summing a set of [cost data](#). Alternatively, to [trade off](#) one item against

another. [D02401]

Balanced Matrix

An [organizational](#) matrix where functions and [projects](#) have the same [priority](#). [D00126]

[\[WST\]](#)

A [planned](#) accumulation of [work in progress](#) to permit reasonable

Bank

fluctuations in
performance
during times of
coordination or
associated
operation.

[D02403]

[PMDT]

Banking

Setting aside,
or put in
reserve. For
example,
holiday time
may be worked
instead and the
corresponding
hours 'banked',

[PD-U]

to be drawn
upon at some
future [time](#).

[D02402]

Bar Chart

A [graphic presentation of work activities](#) shown by a [time-scaled bar line](#) (sometimes referred to as a [Gantt Chart](#)).

[\[PMK87\]](#)

[D00127]

A [project plan](#)
in which the

Bar Chart

activities are denoted graphically by lines on a times scale. [D00128]

[\[NPMT\]](#)

Bar Chart

A scheduling tool (also called a Gantt chart) in which the time span of each activity is shown as a horizontal line, the ends of which correspond to

[\[SPM 304-9\]](#)

the start and [finish](#) of the [activity](#) as indicated by a date [line](#) at the bottom of the [chart](#). [D00129]

Bar Chart

✓ A [view](#) of [project data](#) that uses horizontal bars on a [time](#) scale to depict [activity information](#). Frequently

[\[WST\]](#)

called a [Gantt chart](#). [D00130]

Bargaining

Persuasion, alteration of [assumptions](#) and positions, give-and-take, that may apply to [price](#), [schedule](#), [technical requirements](#), type of [contract](#), or other terms of a proposed

[\[GAT\]](#)

contract. [D03800]

Bargaining Power

The power of each party in the bargaining process is relative. It comes in many forms and is never totally one-sided, because both parties have bargaining strengths and weaknesses. It must be

[GAT]

perceived by at least one party to have an effect on [negotiations](#). In fact, the [power](#) does not have to be real as long it is perceived.
[D03801]

Barriers

Obstacles in the way of [progress](#), mutual [understanding](#),

[\[PD-U\]](#)

negotiated
settlements, etc.
[D02404]

Base

✓ Bottom
support, or
initial
reference, or
starting point.
[D02405]

[PD-U]

Base

Resources
needed to
operate and
maintain
capabilities that
exist at the

[CSM]

beginning of the
[fiscal year](#)
throughout the
[budget](#) year.

[D03994]

Baseline

A copy of the
[project](#)
[schedule](#) for a
[particular time](#)
(usually before
the [project](#) is
started) that can
be used for
[comparison](#)
with the current
[schedule](#). [D00131]

[\[WST\]](#)

Baseline

A formally approved version of a configuration item, regardless of the media, formally designated and fixed at a specific time during the configuration's life cycle.

[D00132]

[08 -3]

Baseline

A way to track project progress by comparing original plan estimates against actual progress. A baseline contains original scheduling, resource and cost estimates.
[D00133]

[MSP98]

Baseline

[Management plan](#) and/or [scope document](#) fixed at a [specific](#) point in [time](#) in the [project life cycle](#) and used as a basis for reference.
[D00134]

[\[FWH\]](#)

Baseline

See [Baseline Plan](#) [D00135]

The [work scope](#), the

Baseline

[schedule plan](#) of [milestones](#) and activities, and their [time-phased budgets](#) together constitute a [Baseline](#). [D02260]

[10]

Baseline

A defined quantity or [quality](#) used as a starting point for subsequent [efforts](#) and [progress measurement](#).

[DSMC]

Can be a [technical baseline](#) or a [cost baseline](#), etc. [D02278]

Baseline

A set of dates and [costs](#) frozen at the start of the [project](#) and used as a basis for [comparison](#) as the [project progresses](#).
[D03590]

[\[PNG\]](#)

The gate
controlled
elaboration of
functional,
performance,
and physical
characteristics,
mutually agreed
to by buyer and
seller, and
under formal
change control.

Typical
baselines are
User
Requirements
Baseline,

Baseline

[CSM]

Concept

Baseline,

System

Specification

Baseline,

Design-to

Baseline,

Build-to

Baseline, As-
built Baseline,

As-tested

Baseline, As-
fielded

Baseline, etc.

[D03995]

Baseline

✓ A planning and control instrument in the form of a summary of attributes such as quantity, quality, timing, costs, etc, that establishes a formal reference for comparison and verification of subsequent efforts, progress, analysis and [PD-U]

control. Can be
for project,
business or
technical
management
control. [D04316]

**Baseline -
Budget**

A reference
base that
includes the
time phased
budget, total
funding, time
phased funding
profile, and
management
reserve [D03996]

[CSM]

**Baseline -
Business**

A reference
base that
includes the
Acquisition
Plan, Contract,
Subcontracts,
Project Master
Schedule,
Implementation
Plan, System
Engineering
Management
Plan, Contract
Deliverable(s)
List, and the
Contract
Documentation

[CSM]

Requirements

List. [D03997]

Baseline - Cost Estimate

The estimated cost to perform all work defined by the project baseline based on the defined conditions, for example, without overtime.

[D03998]

[CSM]

Baseline - Technical

A reference
[base](#) that
includes the
[User](#)
[Requirements](#)
[Document](#),
[System](#)
[Requirements](#)
[Document](#),
[Concept](#)
[Definition](#)
[Document](#),
[System](#)
[Specifications](#),
"[Design](#)-to"
[specifications](#),
"[Build](#)-to"
[documents](#), and

[\[CSM\]](#)

"As built," "As
[tested](#)," "As
accepted" and
"As operated"
[configurations](#).
[D03999]

**Baseline at
Completion
("BAC")**

Total
[completed cost](#)
of [work](#) as
originally
[planned](#). [D02242]

[\[PMST\]](#)

[Management's
project
management](#)

Baseline Concept

[plan](#) for a
[project](#) fixed
prior to
commencement.
[D00136]

[\[PMK87\]](#)

Baseline Control

See
[Configuration
Control](#) [D00278]

Baseline Cost

The amount of
money an
[Activity](#) was
intended to [cost](#)
when the
[Baseline Plan](#)

[\[PNG\]](#)

was
established.
[D03591]

Baseline Dates

Original
planned start
and finished
dates for an
activity. Used
to compare
with current
planned dates
to determine
any delays.
Also used to
calculate
budgeted cost

[WST]

[of work
scheduled
earned-valued
analysis](#). [D00137]

**Baseline
Finish Date**

See [Scheduled
Finish Date](#).
[D00138]

**Baseline
Management**

The [planning](#),
organizing and
[control](#) of
[baseline
documentation](#).

See, for
example,

[\[PD-U\]](#)

Configuration Management.

[D02406]

Baseline Plan

The initial approved plan to which deviations will be compared as the project proceeds.

[D00139]

[OTOB 271-4]

✓ The original plan (for a project, a work package, or an

Baseline Plan

activity), plus or minus approved changes.

Usually used with a modifier, e.g., cost baseline, schedule baseline, performance measurement baseline, etc.

[PMK96]

[D01853]

A customer review conducted to

Baseline Review

determine with a limited [sampling](#) that a [contractor](#) is continuing to use the previously accepted [performance system](#) and is properly implementing a [baseline](#) on the [contract](#) or [option](#) under [review](#). [D00140]

[\[WST\]](#)

A fixed [project schedule](#) that is the [standard](#) by which [project performance](#) is measured. The current [schedule](#) is copied into the [baseline schedule](#) which remains frozen until it is reset. Resetting the [baseline](#) is done when the [scope](#) of the [project](#) has

**Baseline
Schedule**

[\[WST\]](#)
[\[PMST\]](#)

been changed significantly, for example after a negotiated change. At that point, the original or current baseline becomes invalid and should not be compared with the current schedule. [D00141]

**Baseline
Start Date**

See [Scheduled
Start Date](#).

[D00142]

**Basis of
Estimate**

The justifications for arriving at a [particular cost estimate](#). This can include the [estimating methods](#), [approach](#) taken, [prices](#) used, etc.

*Editor's Note:
It is essential,*

[\[CSM\]](#)

*as with all
[estimates](#), that
the [estimating
assumptions](#)
are also
clearly stated.*
[D04000]

Batch

See Lot. [D00143]

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Batch Operation — to — Board

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Term	Definition (links in blue;  signifies Editor's Choice)	Source

Batch Operation

A routine performed by the [computer](#) without the need for any [user](#) intervention.

[D00144]

[\[RMW\]](#)

BATNA

See [Best Alternative to Negotiated Agreement](#)

BCWP

See [Budgeted Cost of Work Performed](#)

BCWS

See [Budgeted Cost of Work Scheduled](#)

BEC

See [Elapsed Cost](#)

Behavior Analysis

See [Functional Analysis](#). [D04001]

A [review](#) of what others are doing in the same area. For those who appear to be

Benchmarking

particularly successful, what they do and how they do it are taken to be examples that should be emulated, i.e. used as 'benchmarks'.
[D02407]

[PD-U]

Benefits

The enhanced efficiency, economy and effectiveness of future business

[WST]

operations to be delivered by a program. [D00145]

Benefits Framework

An outline of the expected benefits of the program, the business operations affected and current and target performance measures. [D00146]

[WST]

A formal process in Programme

Benefits Management

Management for planning, managing, delivering and measuring the set of benefits which the Programme is designed to provide. [D03592]

[\[PNG\]](#)

Benefits Management Plan

✓ A project statement of who is responsible for achieving the benefits, and how they will be measured,

[\[RMW\]](#)

managed and
monitored. [D00147]

Benefits Management Plan

A [component](#) of
the [Programme
Definition
Statement](#), which
specifies who is
responsible for
achieving the
[benefits](#) set out in [\[PNG\]](#)
the [Benefits
Profiles](#) and how
[achievement](#) is to
be managed,
measured and
monitored. [D03593]

Benefits Profiles

A component of the Programme Definition Statement which describes the planned benefits to be realized by the Programme and states where, how, and when they are to be realized. [D03594]

[PNG]

Best

A resistance level in negotiations

**Alternative to
Negotiated
Agreement
("BATNA")**

corresponding to
the best option
outside the
current
relationship.

[D02728]

[PMH
p338]

**Best and Final
Contract
Offer**

Final offer by the
supplier to
perform the work
after
incorporating
negotiated and
agreed changes in
the procurement
documents. [D00148]

[PMK8]

Best and Final Offer

In [negotiations](#), one or other of the [parties](#) declares that this is as far as they can go and it is up to the other to accept, or reject and 'walk away'.
[D02408]

[\[PD-U\]](#)

Best Efforts Contract

A [contract](#), usually [cost reimbursement](#) type, to obligate the [contractor](#) to do the best job

[\[CSM\]](#)

possible under [conditions](#) of high [risk](#) with no [legal obligation](#) to [complete](#). [D04003]

Best Practices

[Techniques](#) that agencies may use to help detect [problems](#) in the [acquisition](#), [management](#), and [administration](#) of [service contracts](#). Best [practices](#) are practical [techniques](#) gained

[GAT]

from [experience](#) that have been shown to produce best [results](#).

[D03802]

Best Value

The expected [outcome](#) of an [acquisition](#) that, in the [purchaser's](#) estimation, provides the greatest overall benefit in response to the requirement.

[D03453]

[\[GAT\]](#)

Beta Distribution

Usually used to refer to a distribution of [software](#) for trial use and comment before final [release](#). [D02409]

[\[PD-U\]](#)

Beta Test

Beta is the second letter of the Greek alphabet. In [software](#), used to signify that this is not the first [release](#) for [testing](#), but not the

[\[PD-U\]](#)

	last either. [D02410]	
Bid	 An <u>offer</u> to perform the <u>work</u> described in a set of <u>bid documents</u> at a specified <u>cost</u> . [D00149]	<u>[PMK8]</u>
Bid	An <u>offer</u> in response to an <u>invitation for bids</u> . [D03454]	<u>[GAT]</u>
Bid Bond	A <u>Bond</u> covering	<u>[PD-U]</u>

a Bid [D03458]

Bid Cost Considerations

Consideration of
suppliers
approach and
reasonableness of
cost. cost realism,
forecast
economic factors
affecting cost and
cost risks used in
the cost proposal.
[D00150]

[PMK8]

The creation and
assembly of all

Bid Document Preparation

the [documentation](#) required for publishing and inviting [competitive](#) bids or [tenders](#) [D02411]

[\[PD-U\]](#)

Bid Documents

A set of [documents](#) [issued](#) for [purposes](#) of soliciting bids in the course of the [acquisition process](#). [D00151]

[\[PMK8\]](#)

Bid Evaluation

Review and analysis of response to determine supplier's ability to perform the work as requested. This activity may include an evaluation of suppliers financial resources. ability to comply with technical criteria and delivery schedules,

[PMK8]

satisfactory
record of
performance and
eligibility for
award. [D00152]

Bid Evaluation

✓ A comparison
of bids received,
including an
assessment of the
validity of each
compared to the
tendering
requirements.

[D02416]

[PD-U]

A list of suppliers

Bid List

invited to submit bids for [goods/](#)
[services](#) as specified. [D00153]

[\[PMK8](#)

Bid Package

A subdivision of a [project](#) into separate [workable components](#), usually consistent with the [work breakdown structure](#), for [purposes](#) of inviting [tenders](#) from suitably

[\[PD-U\]](#)

qualified [bidders](#).
Typically used by
main [contractors](#)
to parcel out
[work](#) to [specialist](#)
[subcontractors](#).

[D02412]

Bid Protests

The [process](#) by
which an
[unsuccessful](#)
[supplier](#) may seek
remedy for unjust
[contract awards](#).

[\[PMK8](#)

[D00154]

**Bid
Qualifications**

A list of
qualifiers that the
[supplier](#) attaches
to the submitted
bid which is
contingent upon
these
[requirements](#)
being met. [D03622]

[\[19\]](#)

Bid Response

[Communications](#),
positive or
negative from
prospective
[suppliers](#) in
response to the
[invitation to bid](#).
[D00155]

[\[PMK8\]](#)

Bid Technical Consideration

Suppliers'
technical
competency,
understanding of
the technical
requirements and
capability to
produce
technically
acceptable goods
or services.
Generally this
evaluation ranks
highest among all
other evaluations.

[D00156]

[PMK8]

**Bid Time
Consideration**

Evaluation of suppliers' offer with regard to dates identified for completion of phases of the work and/or total work. [D00157]

[PMK8

**Bid/No Bid
Decision**

The decision whether or not to submit a proposal in response to a request for proposal. [D00158]

[SPM 3
2]

Bidder

✓ Anyone who has submitted a bid in response to [\[GAT\]](#) an [invitation for bid](#)s. [D03455]

Bidder

A [Contractor](#) who responds to a [Request for Proposal](#) (or [\[RMW\]](#) Quotation), i.e. one who submits a Bid. [D03693]

Bidders Conference

A [meeting](#) hosted by the [buyer contracting organization](#) to assist prospective [bidders](#) in [understanding](#) the [Request for Proposal](#). [D04004] [\[CSM\]](#)

Bidders List

A list of companies judged capable by the procuring [organization](#) from which bids, [proposals](#), or [\[CSM\]](#)

quotations may be solicited. [D04005]

Bidders Source Selection

The pre-[selection](#) of qualified [bidders](#) from a given specialty. [Tender invitations](#) are then only [distributed](#) to those listed. If the list is large and there are multiple [bid packages](#) to be [tendered](#), then [bidders](#) may be selected in

[\[PD-U\]](#)

rotation [D02413]

Bidding

The [process](#) of soliciting or submitting bids.
[D02414]

[\[PD-U\]](#)

The manner in which bids are to be obtained.
[Options](#) [range](#) from the [stage](#) of [development](#) of the [project's](#) [definition](#) or its inherent [risk](#) and

Bidding Strategy

hence the most suitable type of [contract](#) being [offered](#), to the manner in which the [work](#) is divided, to the [timing](#) in the [marketplace](#) given the degree of [competition](#) available. [D02415]

[\[PD-U\]](#)

Bill

An [account](#) for [goods](#) sold, [services](#) rendered, or [work](#)

[\[PMDT\]](#)

done. [D02417]

Bill of Materials

✓ A listing of all the subassemblies, parts, and raw materials required to make an assembly.
[D04006]

[CSM]

The formal documentation of the complete set of physical elements required

Bills of Materials

to [build](#) a [product](#), which is used by the [project manager](#) or [purchasing department](#) to order any [material](#) or [supplies](#) that are required. [D00159]

[\[OTOB
271-4\]](#)

Blanket Purchase Agreement

A simplified [method](#) of filling anticipated repetitive [needs](#) for [supplies](#) or [services](#) by

[\[GAT\]](#)

("BPA")

establishing
charge [accounts](#)
with qualified
[sources](#) of [supply](#).

[D03456]

Blueprint

The section of the
[Programme](#)
[Definition](#)
[Statement](#) which
sets out the [vision](#)
for the
[programme](#).

[D03595]

[PNG]

A committee with
[authority](#) and

Board

ability to make
[decisions](#) or
strong
[recommendations](#).

[D02418]

[\[PD-U\]](#)

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Terms v2*

Boiler Plate — to — Budgeted Cost of Work Scheduled

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Term	Definition (links in blue;  signifies Editor's Choice)	Sou
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Boiler Plate

Essential [contract terminology](#) and clauses that are not subject to frequent [change](#).

Editor's Note:
Take care not to overlook the [requirements](#) of 'Boiler Plate' clauses when preparing a [tender](#) submission. That could be [costly](#)!

[D04007]

[\[CSN\]](#)

Genuine. Made

Bona Fide

honestly and in
good faith. [D03459]

[\[GAT](#)

Bond

A [written](#)
instrument executed
by a [bidder](#) or
[contractor](#) (the
[principal](#)), and a
second [party](#) (the
surety or sureties),
to assure
fulfillment of the
[principal's](#)
[obligations](#) to a
third [party](#) (the
obligee or agent
identified in the

[\[GAT](#)

bond. If the principal's [obligations](#) are not met, the bond assures [payment](#), to the extent stipulated, of any [loss](#) sustained by the obligee. [D03457]

Bonus

An added benefit.
A sum paid to an employee over and above his/her regular pay. [D02419]

[\[PD-1\]](#)

A scheme by which the work force will receive extra pay or other rewards if certain targets or objectives are achieved. The targets are usually expressed as a certain quantity in a certain time, including completing a project by a fixed date. The scheme must be carefully thought out if it is to benefit both

Bonus Schemes

owner and work force. The work force must perceive that the extra reward is worth the extra effort. The approach has limited application because frequent use can become a normal expectation or even abused or hence counter productive. It does, however, have particular application near the end of a project to

gain earlier
[completion](#). See
also [Break-Even
Charts](#). [D03063]

BOOT

See [Build, Own,
Operate, Transfer](#)

Bottom Up Cost Estimate

An [estimate](#)
derived by
summing detailed
[cost estimates](#) of
[individual work
packages](#) ([labor](#)
and [materials](#)) and
applying

[\[CSN\]](#)

appropriate [cost](#)
[burdens](#). [D04008]

Bottom Up Cost Estimating

The [approach](#) to making a [cost estimate](#) or [plan](#) in which detailed [estimates](#) are made for every [task](#) shown in the [work breakdown structure](#) and then summed to provide a [total cost](#) estimate or [plan](#) for the [project](#). [D00160]

[SPN
9]

Bottom Up Cost Estimating

✓ The preparation of detailed estimates for every task in the work breakdown structure and summing them up to provide a total project cost estimate or cost plan. [D00161]

[CCC]

Bottom Up

Overall estimates for the project are built up from the detailed level and aggregated to give

[PNC]

Estimating

totals for the [project](#) as a whole. The opposite of [Top Down](#). [D03597]

Boundary

Literally a limit [line](#). Typically used to indicate some form of [constraint](#). [D02420]

[\[PD-1\]](#)

BPA

See [Blanket Purchase Agreement](#)

Brainstorming

The unstructured generation of ideas by a group of people. [D00162]

[\[WS\]](#)

✓ A group of people, selected for their [creativity](#) and [knowledge](#), are brought together to seek solutions to [particular problems](#) or simply to find better ways of [meeting objectives](#).
Suggestions, however

Brainstorming

outlandish, are encouraged and pursued during a [creativity](#) session.

From this, many ideas, some entirely new, are brought forward for [analysis](#) and [ranking](#).

Brainstorming is an essential [part](#) of the [Value Management technique](#). [D03048]

A [technique](#) to develop alternative

Brainstorming

solutions through an unrestrained exchange of ideas.
[D03460]

[\[GAT\]](#)

Brainstorming

The unstructured and dynamic generation of ideas by a group of people where anything and everything is acceptable (more or less!)

[Particularly](#) useful in generating a list of potential [project risks](#). [D03803]

[\[PNC\]](#)

Breadboarding

The creation of an experimental device to determine the feasibility of an idea, to develop it technically or demonstrate its usefulness, usually under laboratory conditions. [D02421]

[PD-I]

Break Even

A situation that exists when cost and revenue are

[GAT]

equal. [Profit](#) is zero. [D03461]

Break-Even Chart

A [graphic](#) representation of the relation between total [value](#) earned and [total costs](#) for various levels of [productivity](#). [D00165]

[\[PMI\]](#)

Often it is possible to draw a [graph](#) showing the

Break-Even Charts

relation between the increased cost of accelerating project progress and the cost benefit of reduced project overhead and earlier cash flow from product sales. When IDC is factored in near the end of a commercial project almost any cost that results in greater progress can be justified, provided that the benefit is

ICCC

actually realized.
This is why many
projects end up
working heavy
overtime close to
completion. The
charts can be used
to show how the
cost of better
planning can be
justified to produce
the same result at
less total cost.

[D03049]

Break-Even

✓ The productivity
point at which
value earned

[PMI]

Point

equals total cost.

[D00166]

**Break-Even
Point**

In decision-making such as 'make versus buy', 'lease versus buy', etc, it is the point of indifference, meaning that level at which result in the same overall cost. These types of decisions typically involve assumptions about each option, such

[DSM]

as the number of units involved.

[D02280]

Breakdown

Identification of the smallest activities or task in a job according to a defined procedure.

[D00163]

[PMI]

A hierarchical structure by which project elements are broken down, or decomposed.

Breakdown Structure

See also [Organizational Breakdown Structure \(OBS\)](#) and [Work Breakdown Structure \(WBS\)](#).
[D00164]

[\[WS\]](#)

Bribe

A [price](#), [reward](#) or gift with intent to [change](#) a [decision](#) or course of [action](#) in one's favor.
Editor's Note:
Normally considered a corrupt [practice](#) in

[\[PD-1\]](#)

the West, bribery is viewed with varying degrees of latitude in different cultures.

[D02422]

Buck Passing

Avoiding responsibility for a decision or action by pointing to governing regulations, policies or procedures. [D02427]

[PD-1]

Budget

The amount of money allotted for a specific use.

[D00167]

[\[NPM\]](#)

Budget

The planned cost for an activity or project. [D00168]

[\[WS\]](#)

Budget

✓ When unqualified, usually refers to an estimate of funds planned to cover a fiscal period. (See

[\[PMI\]](#)

project budget.)

Also a planned allocation of resources. [D00169]

If unqualified, it is better to reserve the term "budget" for annual or fiscal financial allocations of the organization. This should include a capital budget for on-going and proposed construction

Budget

[projects](#). The [acceptance](#) or [approval](#) of a [capital](#) budget is not necessarily [authority](#) to proceed. An [appropriation](#) must be obtained before [commitments](#) can be made. See also [feasibility budget](#) and [project budget](#).
[D00170]

[CCC](#)

Budget at Completion

The sum total of the [time-phased](#)

[WS](#)

("BAC")

budget. [D00171]

Budget Cost

The cost anticipated at the start of a project.
[D00172]

[WS]

Budget Costs

The translation of the estimate into man-hour rates, quantity units of production, etc. so that these budget costs can be compared to actual costs and variances

[PMI]

developed to highlight [performance](#) and alert those responsible to implement [corrective action](#) if necessary. [D00173]

Budget Decrement

A reduction in the amount of money available for an [activity](#). [D00174]

[\[OTC 271-4](#)

The [resources](#) i.e. the people,

Budget Element

[materials](#), or other entities needed to do the [work](#) of the [program](#). For example, Engineer, Technician, Travel, and Pipe can all be [budget elements](#). These [budget elements](#) can be validated against a [Resource Breakdown Structure \(RBS\)](#). Budget elements are typically assigned to a [work package](#), but can

[\[WS\]](#)

also be defined at the [cost account](#) level. [D00175]

([Accuracy](#) -10 to +25 %) - A [budget estimate](#) is prepared from flow sheets, layouts and equipment details. This is often required for the [owner's budget system](#). These [estimates](#) are established on [quantitative](#)

Budget Estimate

[information](#), are a mixture of firm and [unit prices](#) for [labor](#), [material](#) and equipment. These estimates establish the funds required and are used for obtaining [approval](#) for the [project](#).

Other terms used to identify a Budget Estimate include [Appropriation](#), [Control](#), [Design](#), etc. [D00176]

[\[PMI\]](#)

**Budget
Estimate**

See [Estimate](#).
[D00177]

**Budget
Presentation**

A [formal](#)
representation of a
[project budget](#)
usually for
[purposes](#) of
obtaining [approval](#)
[to proceed](#). [D02423]

[\[PD-\]](#)

**Budget
Revision**

A [formal document](#)
in which [approval](#)
is sought or gained
to [change](#) the
[contents](#) of a

[\[PD-\]](#)

budget. [D02424]

Budget Unit

The base unit for calculation. Budget units are user defined and can be any appropriate unit of measure such as hours, dollars, linear feet, or tons. [D00178]

[WS]

Budgeted

A budgeted item is one for which expenditure has been provided,

[PD-1]

usually as a [line item](#) in the [budget](#) makeup. [D02425]

**Budgeted Cost
of Work
Performed
("BCWP")**

A measure used in [cost control](#) that allows you to quantify the overall [progress](#) of the [project](#) in monetary terms. [BCWP](#) is calculated by applying a [performance measurement factor](#) to the [planned cost](#). (By comparing

[\[WS\]](#)

BCWP with ACWP, it is possible to determine if the project is under or over budget.) Another term for BCWP is "earned value." [D00179]

Budgeted Cost

A term in the Cost/Schedule Control System Criteria (C/SCSC) system for the sum of the budgets for completed work

**of Work
Performed
("BCWP")**

packages and completed portions of open work packages, plus the appropriate portion of the budgets for level of effort and apportioned effort.

[D00180]

[SPN
9]

**Budgeted Cost
of Work**

The sum of the approved cost estimates (including any overhead allocation) for activities (or

**Performed
("BCWP")**

portions of activities)
completed during a given period (usually project-to-date). See also Earned Value.

[D00181]

[\[PMI\]](#)

**Budgeted Cost
of Work
Performed**

✓ The sum of the budgets for completed portions of in-process work, plus the appropriate portion of the budgets for level of effort and

[\[PMI\]](#)

("BCWP")

apportioned effort
for the relevant
time period. BCWP
is commonly
referred to as
Earned Value.

[D00182]

Budgeted Cost

This is sometimes
referred to as
Earned Value or
Achieved Cost and
is equal to the
original
budgeted(or
baseline) cost of
work that has been
performed to date.

**of Work
Performed
("BCWP")**

It is calculated by: [IPMS](#)
[BCWP](#) =
[percentage](#)
[completion](#) x [BAC](#)
([baseline cost](#)), i.e.
it equals the
[percentage](#)
[complete](#)
multiplied by the
[planned cost](#) for
each [task](#) at the
current [time](#). [D02243]

A term in the
[Cost/Schedule](#)
[Control System](#)
[Criteria](#) ([C/SCSC](#))

**Budgeted Cost
of Work
Scheduled
("BCWS")**

system for the sum of budgets for all work packages, planning packages, and similar items scheduled to be accomplished (including in-process work packages), plus the amount of level of effort and apportioned effort scheduled to be accomplished within a given time period. [D00183]

[SPN
9]

**Budgeted Cost
of Work
Scheduled
("BCWS")**

The planned cost that should have been achieved according to the project baseline dates. (By comparing BCWS with ACWP, it is possible to determine if the project is ahead of or behind schedule)
[D00184]

WS

The sum of the approved cost

**Budgeted Cost
of Work
Scheduled
("BCWS")**

estimates
(including any
overhead
allocation) for
activities (or
portions of
activities)
scheduled to be
performed during a
given period
(usually project-to-
date). See also
earned value.

[D00185]

[PMI]

✓ The sum of the
budgets for work
scheduled to be

**Budgeted Cost
of Work
Scheduled
("BCWS")**

accomplished
(including in-
[process work](#)),
plus the
appropriate portion
of the [budgets](#) for
[Level of Effort](#) and
[apportioned effort](#)
for the relevant
[time period](#). [D00186]

[\[PMI\]](#)

[Cost](#) that is
[budgeted](#)(according
to the [baseline
plan](#)) up to current
date and is
calculated by :

**Budgeted Cost
of Work
Scheduled
("BCWS")**

(Current Date - Baseline Start Date) x Baseline Cost / Baseline Duration. That is BCWS equals the planned percentage complete multiplied by the planned cost for each task at the current time, which itself is based upon the planned date and the current date. [D02244]

[PMS

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Budgeting — to — Bypassing

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Term	Definition (links in blue) ✓ signifies Editor's Choice)

Budgeting

Time phased financial requirements. [D00187]

The process of estimating the proper cost that should reasonably be expected to be incurred against a cost baseline, understanding how and why actual costs occur, and ensuring that a necessary response is taken promptly to ensure actual costs come under budget. Typical information needed for cost management includes

Budgeting & Cost Management

1. Budgets (including estimating), generated based on work breakdown structure or [cost] code of accounts
2. Obtaining and recording commitments/accruals
3. Measurement of work accomplished and value earned/valuation of work, including treatment of change (change control) and claims
4. Cash flow

5. Forecast out-turn costs
6. Variance analysis the trend in foreca versus previous o
turn cost.

[D03427]

Build

Put parts together to form a unified whole, construct
[D02426]

**Build, Own,
Operate,**

A project in which the contractor provides project funding. This represents a break with

Transfer
("BOOT")

traditional [contractual process](#) where the [fund](#) is provided by the [owner/user](#). [D03596]

Build-to
Documentation

[Documents](#) that define [build](#) and [coding](#) detail satisfy the [Design-to Specifications](#). [D04009]

Buildability

The practical ease with which [parts](#) can be put together to form a unified whole. [D02428]

Building

The assembly of parts.
enclosed space for human
occupation. [D02429]

Building Professionalism

Much discussion has taken
place in recent years with
a view to encouraging a
professional approach to
the conduct of managing
projects and in pursuit of
recognition of project
management as a
'profession' in the mind of
the public.

*Editor's Note: An
alternate view is that
project management is*

discipline. There is also the question of whether project management is art, a science, or partly both. [D02430]

Built-in Test Equipment

Test capability that is built into assemblies for fault isolation. [D04010]

Bulk Material

✓ Material bought in lots. Generally, no specific item is distinguishable from other in the lot. These items can be purchased from a standard catalog.

description and are bought in quantity for distribution as required. [D00188]

Burden

Overhead expenses distributed over appropriate direct labor and/or material base.
Editor's Note: See also Overhead. [D00189]

Burden

See Indirect Cost. [D0346]

✓ General costs that cannot be assigned to

Burden

direct project tasks such as management salaries, insurance, benefits etc.
[D04011]

Bureaucracy

A centralized system of administration for the conduct of business in a given field. A bureaucracy is usually highly structured and constrained by regulations, protocol, policies and procedure and consequently is slow to react to change.

Editor's Note:

Bureaucracy is generally considered to be the

antithesis of project management which requires much greater flexibility for the achievement of results

[D02431]

Burn Rate

The rate at which funds
man-hours are being
expended on a project.

[D02281]

Burst Node

In a network diagram, a
node at which two or more
activities commence after
the completion of the
preceding activity. [D001

Business Appraisal

The formal evaluation of the activities of an enterprise in terms of appropriateness, cost-effectiveness, efficiency etc. [D02432]

Business Area

The part of the organization containing business operations affected by a Programme [D03804]

Verification that actual costs and elapsed time

Business Assurance

in [line](#) with [plan costs](#) : [schedule times](#) and that [business case](#) remains viable. [D00191]

Business Assurance Coordinator

A person in the [project assurance team](#) who is responsible for [planning](#) [monitoring](#) and [reporting](#) on all [business assurance](#) aspects of a [project](#). [D00191]

Business Case

A [document](#) developed towards the end of [Phase](#) - [Concept](#), to establish merits and desirability

the [project](#) and justification for further [project definition](#) ([Proj Phase 2](#)). [D00193]

Business Case

✓ A [document](#) used to justify the [commitment resources](#) to a [project](#). [D00194]

A [document](#) that define why the [project](#) is requ and what the [change](#) is be. It should include an [outline](#) of the [project's objectives](#), [deliverable time](#), [cost](#), [technical](#),

Business Case

safety, quality and other performance requirements and the major project risks and upside opportunities might also include information on the competitive impact, resource requirements, organizational impacts, performance indicators and critical success factors of the project and its outcome. The project's sponsor, the person responsible for defining and developing the project against the business case should 'own' the business

case. [D03428]

Business Case

A document which provides justification for the commitment of resources to a Project or Programme. [D03805]

Business Imperative

A document that articulates the business reasons for the project, including tangible and intangible benefits. [D02237]

Business Manager

The person responsible managing the project's business functions such contracting, subcontracting, planning, scheduling, budgeting, management, human resources, legal, etc. [D02433]

Business Needs

The requirements of an enterprise to meet its goals and objectives. [D02433]

Business Objectives

The mission or goals of an enterprise described at next level of detail. [D02433]

Business Processes

The systematic activities by which an enterprise conducts its affairs. [D02

Business Risk

The inherent chances for both profit or loss associated with a particular endeavor. [D0

Business Unit

Any segment of an organization, or an entire business organization, which is not divided into further segments. [D03463

Buy-In

The process of making cost bid in a proposal t is unduly optimistic or even actually less than estimated costs for the project, which is done the purpose of winning job. [D00196]

Buyer

The procuring organization. For an internal project the buy could be the marketing department. [D04013]

Buyer's Market

A [market](#) that favors the [buyer](#). [D03265]

Bypassing

1. The attachment of different meanings to the same message
2. Skipping or going around the [chain](#) command in an [organizational structure](#).

[D02437]

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C/SCSC — to — Certain

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Source
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C/SCSC

See [Cost/Schedule
Control System
Criteria](#)

C/SSR

See [Cost
Schedule Status
Report](#)

CAD

See [Computer
Aided Design](#)

See [Computer](#)

CAD

Aided Drafting

The Critical Path Method (Calculate Schedule) is a modeling process that defines all the project's critical activities which must be completed on time. The Calc tool bar button

on the [Gantt](#)
and [PERT](#)
(found in most
GUI-[based](#) PM
[software](#))
windows
calculates the
start and [finish](#)
[dates](#) of
activities in the
[project](#) in two
passes. The
first pass
calculates [early](#)
[start](#) and [finish](#)
[dates](#) from the
[earliest start](#)
date forward.

Calculate Schedule

The second pass calculates the late start and finish activities from the latest finish date backwards. The difference between the pairs of start and finish dates for each task is the float or slack time for the task (see Float). Slack is the amount of

[WST]
[PMST]

time a task can be delayed without delaying the project completion date. A great advantage of this method is the fine-tuning that can be done to accelerate the project. Shorten various critical path activities, then check the schedule to see

how it is
affected by the
changes. By
experimenting
in this manner,
the optimal
project
schedule can be
determined.

[D00197]

The art or
practice of
computing by
numbers; a
series of
arithmetical
processes set

down in figures
to arrive at a
result.

Editor's Note:

*This process
may be either
rigorous and
exact, or it may
be on the basis
of estimating.*

*The latter is
the most
valuable for
project
management
purposes. It is
the
distinguishing*

[Webster]

Calculation

*feature
between
project
accounting for
cost control
purposes and
financial
accounting for
fiscal control
purposes.*

[D02682]

✓ The calendar
used in
developing a
project plan.
This calendar

Calendar

identifies [project work](#) days, and can be altered so weekends, holidays, weather days, etc., are not included. [D00198]

[\[PMK87\]](#)

The arrangement of normal [working](#) days, together with non-[work](#)ing days, such as

Calendar

holidays and vacations, as well as special workdays (overtime [periods](#)) used to determine dates on which [project](#) work will be [completed](#).

[D03712]

[\[PPS&C: p338\]](#)

Calendar

See also [Project Calendar](#).

[D03806]

Calendar File

A [file](#) containing [calendar information](#) for one or more [calendars](#).

[D00199]

[\[WST\]](#)

Calendar Range

The span of the [calendar](#) from the [calendar start date](#) through the last [calendar unit](#) performed. The [calendar start](#)

[\[PMK87\]](#)

date is unit
number one.
[D00200]

Calendar Start Date

The first
calendar unit of
the working
calendar. [D00201] [PMK87]

✓ The smallest
unit of time
used in
scheduling the
project.
Calendar units
are generally in

Calendar Unit

hours, days, or weeks, but can also be shifts or even minutes.

Used primarily in relation to

[project management software](#). [D00202]

[\[PMK96\]](#)

Calendar Unit

The smallest unit of the

[calendar](#)

produced. This unit is generally in hours, days, or weeks, can

[\[PMK87\]](#)

also be grouped
in shifts. [D00203]

A software project calendar lists time intervals in which activities or resources can or cannot be scheduled. A project usually has one default calendar for the normal work week (Monday

Calendar, Software

through Friday for example), but may have other [calendars](#) as well. Each calendar can be customized with its own holidays and extra [work](#) days.

[Resources](#) and activities can be attached to any of the calendars that are defined.

[D00204]

[\[WST\]](#)
[\[PMST\]](#)

Calibration

Comparison of two instruments or measuring devices, one of which is a standard of known accuracy traceable to national standards, to detect, correlate, report, or eliminate by adjustment any discrepancy in

[USDoD]
[QMPP]

[accuracy](#) or the instrument or measuring device being compared with the [standard](#).

[D00205]

CAM

See [Computer Aided Manufacturing](#)

CAM

See [Cost Account Manager](#)

CAP

See [Cost Account Plan](#)

Capability

The ability to perform effectively, efficiently and with the necessary [skills](#). [D02438]

[\[PD-U\]](#)

Capability Survey

A [buyer survey](#) of a [seller's capability](#) without

[\[CSM\]](#)

specific regard
to any project.
[D04014]

Capital

The assets of an
enterprise
including
property, real
estate and cash.
See also
Working
Capital. [D02439]

[PD-U]

Capital

A setting aside
of funds for
some approved
expenditure,

Appropriation	typically by an owner for all or part of a project . [D02442]	[PD-U]
----------------------	---	------------------------

	A submission that must be prepared to obtain an appropriation of funds for feasibility or implementation phase costs. Once granted, the appropriation	
--	--	--

**Capital
Appropriation
Request
("CAR")**

becomes the [feasibility budget](#) or [project budget](#), and [commitments](#) may be made by [designated](#) persons associated with the [project](#), within the limits of their [authority](#). [D00206]

[\[CCCP\]](#)

Tangible

Capital Asset

property, including durable [goods](#), equipment, [buildings](#), [installations](#), and land. [D03464]

[\[GAT\]](#)

Capital Cost

The total [expenditure](#) for acquiring an asset. The sum of all moneys spent on a [project](#) and transferred to the [capital](#)

[\[PD-U\]](#)

account of an
organization,
usually upon
completion.

[D02443]

Capital Property

Contractor's
plant,
equipment, and
other facilities
subject to
depreciation.

[D03465]

[GAT]

CAR

See Capital
Appropriation
Request

Cards-on-the-wall Planning

A [planning technique](#) in which [team members](#) interact to create a [project strategy](#), tactical [approach](#), and resulting [network](#) by locating and interconnecting [task](#) cards using walls as the

[\[CSM\]](#)

[work](#) space.
The wall [data](#)
are transferred
into a [computer](#)
for [scheduling](#),
[critical path](#)
[analysis](#), and
iteration. [D04015]

Career

The
[experiences](#)
and activities
that span a
person's life.
[D02444]

[\[PMDT\]](#)

The [process](#) of

Career Path Planning

integrating the individual's career planning and development into the organization's personnel plans with the objective of satisfying both the organization's requirements and the individual's career goals.

[D00207]

[PMK87]

Career Planning

See [Career Path Planning](#).

[D02445]

Carryover Type 1

A [project fiscal expenditure management](#) term. The sum of [contractual commitments](#) that *must* be paid in the next fiscal [period](#) arising from outstanding [obligations](#)

[\[PMIS\]](#)

including
associated
engineering and
support costs.

[D00208]

A project fiscal
expenditure
management
term. That
portion of
Planned Future
Expenditures
contractually
committed plus
associated
support costs

Carryover

Type 2

which may be
paid in the next
fiscal period
which would
extend into the
next fiscal year
if the planned
future
expenditure
were
authorized for
implementation.
[D00209]

[PMIS]

CASE (1)

See Computer
Aided Software
Engineering

CASE (2)

See [Computer Aided System Engineering](#)

Cash

Moneys, including coin, currency, money orders, checks and similar demands. [D02446]

[\[PMDT\]](#)

The inflow and outflow of

Cash Flow

funds. A time-based record of income and expenditures, often presented graphically.
[D02447] [PD-U]

The activity of establishing cash flow (dollars in and out of the project) by month and the accumulated total cash flow for the project

Cash Flow Analysis

for the [measurement](#) of [actual](#) versus the [budget costs](#). This is necessary to allow for [funding](#) of the project at the lowest carrying charges and is a [method](#) of measuring project [progress](#). [D00210]

[\[PMK87\]](#)

The [planning](#) of

Cash Flow Management

project
expenditures
relative to
income in such
a way as to
minimize the
carrying cost of
the financing
for the project.

This maybe
achieved by
delaying some
of the major
activities, but
only at the risk
of late
completion and
consequent

[PD-U]

increased [cost](#).
[D02448]

Cash In

The inflow of funds. Also, to take advantage of a special situation. [D02449]

[\[PD-U\]](#)

Cash Out

The outflow of funds. [D02450]

[\[PD-U\]](#)

Catalyst

One who brings people and their ideas

[\[PD-U\]](#)

together. [D02451]

Catch-up Alternatives

Different ways
of bringing a
[project](#) back
onto [the](#)
[planned](#)
[schedule](#). [D02452]

[\[PD-U\]](#)

Cause

To make
happen. In [legal](#)
circumstances,
a suit or [action](#)
in court. [D02453]

[\[PD-U\]](#)

CBS

See [Cost Breakdown Structure](#)

CCB

See [Change Control Board](#)

Central Processing Unit ("CPU")

The heart of a [computer system](#) where [data](#) manipulation occurs. [D04016]

[\[CSM\]](#)

Concentrated at

Centralized

the center such as [management](#) or [administration](#) conducted from one main [location](#). All [power](#) and [authority](#) exercised by an elite few at the top of the [organization](#).

[D02454]

[\[PD-U\]](#)

Certain

See [Certainty](#).

[D02455]

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Certainty — to — Client

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Certainty	Unquestionable, free from any doubt. No <u>risk</u> involved. [D02456]	[PD-U]
Certificate of Conformance	A <u>contractor's written</u> statement, when <u>authorized</u> by <u>contract</u> , certifying that <u>supplies</u> or <u>services</u> comply with <u>contract</u>	[FAR 46.315] [QMPP]

requirements.

[D00211]

Certificate of Conformance

A certificate
signed by a
contractor
representative
that the supplies
or services
required by the
contract have
been furnished
in accordance
with all
applicable
contract
requirements.

[GAT]

[D03466]

Certification

A written testimony to certain facts. Used to satisfy regulatory bodies or customers that a person's or thing's capability, qualities, performance, etc. are up to specified standards.

[PD-U]

[D02457]

Chain

A series of [elements](#) joined together in [sequence](#), such as a [logical](#) series of activities or occurrences.
[D02458]

[\[PD-U\]](#)

Challenge

A demanding condition to be overcome, such as anticipated and unanticipated [risks](#) in a

[\[PD-U\]](#)

project. [D02459]

Champion

A person who takes on personal responsibility (though not usually day-to-day management) for the successful completion of a visionary project or creative change in an

[OTOB
271-4]

[organization](#). It may involve a [product](#) launch, an [innovation](#) in [process](#), or any type of [project](#).
[D00212]

Change

The substitution of one thing in place of another. [D00213]

[\[FWH\]](#)

Change

An increase or decrease in any of the [project](#)

[\[PMK87\]](#)

characteristics.

[D00214]

Change

✓ A systematic way of reaching an intended outcome.

Philosophically, change is what project management is all about. [D02643]

[RMW]

✓ The process of accepting or rejecting changes to the

Change Control

project's
baselines. Lack
of change
control is one
of the most
common causes
of scope creep.
[D02460]

[PD-U]

The process of
implementing
procedures
which ensure
that proposed
changes are
properly
assessed and, if
approved,

Change Control incorporated [\[PNG\]](#)

into the [project plan](#).

Uncontrolled [changes](#) are one of the most common [causes](#) of [delay](#) and [failure](#). . [D03807]

The [risk](#) abatement [process](#) of accepting or rejecting [changes](#) to the

Change Control

project's
baselines,
based on
predetermined
criteria or
"Trigger
Points". Of
particular value
in avoiding
scope creep.

[D04317]

[26]

A board
established to
review all
proposed
changes to an

Change Control Board

approved
baseline. The scope includes all technical and program changes to the project. The project manager is chairperson of the Change Control Board.

[D00215]

[VPM 29
4]

✓ A formally constituted group of stakeholders responsible for

Change Control Board ("CCB")

approving or rejecting changes to the project baselines.

[D00216]

[WST]

Change Control Board ("CCB")

Same as the Configuration Control Board, but the scope includes all technical and programmatic changes to the project. See also

[CSM]

Configuration Control Board, Project Control Board. [D04017]

Change Documentation

The official, authoritative records of changes both accepted and rejected. [D02461]

[PD-U]

Change in Scope

See Scope Change. [D00217]

Change in Scope

A change in objectives, work plan, or schedule that results in a material difference from the terms of an approval to proceed previously granted by higher authority. Under certain conditions (normally so stated in the approval

[PMK87]

instrument),
change in
resources
application may
constitute a
change in
scope. [D00218]

Change Management Plan

A defined
process for
making changes [PMMJ9
to a project
plan. [D02188]

A form issued
to a

Change Order

construction
contractor to
change the
scope of work
and contract
price, and
hence a
commitment
document.

[CCCP]

[D00219]

Change Order

See Variation
Order. [D00220]

✓ A unilateral
written order to

Change Order

a [contractor](#) to modify a [contractual](#) requirement within the [scope](#) of [contract](#) and consistent with the terms of that [contract](#). [D02282]

[\[RMW\]](#)

A [written](#) order, signed by the [organization's](#) [contracting](#) officer, [directing](#) the

Change Order

contractor to make a change that the changes clause authorizes the contracting officer to order without the contractor's consent. [D03467]

[GAT]

Change Order

A document that authorizes a change in some aspect of the project. [D03713]

[PPS&C
p338]

**Change
Order/Purchase
Order
Amendment**

✓ Written order
directing the
contractor to
make changes
according to the
provisions of
the contract.

[D00221]

[PMK87]

Request arising
through changes
in the business
or issues in the
project. Change
requests should
be logged,
assessed and
agreed on

Change Request

before a change to the [project](#) can be made.

[\[RMW\]](#)

Changes may [affect](#) the [scope](#), [quality](#), [time](#) and/or [cost](#) of the project and/or other [planned](#) aspects of the project.

[D00222]

(in [Contract](#)) A [change](#) in the [contract](#) environment.

Changed Conditions

physical or otherwise, compared to that contemplated at the [time](#) of bid.
[D00223]

[\[PMK87\]](#)

Characteristic

A physical, chemical, visual, functional or any other identifiable property of a [product](#) or [material](#), [D00224]

[\[MIL-SI 109A\]](#)
[\[QMPP\]](#)

Chart

A graphical display of quantitative or qualitative data.
[D02462]

[PD-U]

Chart of

Any numbering system used to monitor project costs by category (e.g., labor, supplies, materials). The project chart of accounts is usually based

[PMK96]

Accounts

upon the
[corporate chart](#)
of [accounts](#) of
the primary
[performing](#)
[organization](#).
See also [code](#)
[of accounts](#).

[D00225]

Chart of

✓ Any
numbering
[system](#) used to
monitor [project](#)
[costs](#) by
category,
usually [based](#)

[\[WST\]](#)

Accounts

on the [corporate chart](#) of [accounts](#) of the primary [performing organization](#),.
[D00226]

Chart Room

A room filled with [planning documents](#) [displayed](#) as [charts](#), typically hung on the walls, used on large [projects](#), and usually

[\[SPM 309\]](#)

marked to
indicate [current
status](#). [D00227]

Charter

See [Project
Charter](#) [D00228]

Charter

A [document](#)
prepared by the
[sponsor](#) that
includes an
overview of
what is
expected from
the [project](#)
including limits,

[\[PMMJ9\]](#)

priorities,
requirements
and constraints.

[D02189]

Checking

The process of
verifying that an
activity or
object conforms
to a given
standard. [D02463]

[PD-U]

Checklist

A list of items
to help in the
process of

[PD-U]

checking. [D02464]

Checkpoint

A regular
technical and
managerial
control point.
[D03808]

[PNG]

Chief Executive Officer

A company's
most senior
manager,
responsible and
accountable for
a company's
performance.
[D04018]

[CSM]

Child

A lower-level
[element](#) in a
hierarchical
[structure](#). [D00229]

[\[WST\]](#)

CI

See
[Configuration
Item](#)

The term 'claim'
should be
[reserved](#) for
extra [payment](#)

Claim

sought by a construction contractor for work allegedly not included in the scope of its contract, or otherwise for damages or loss suffered because of actions or omissions by the Owner. Thus a claim is a legitimate request for additional

[CCCP]

compensation
(cost and/or
time) due to a
change in the
terms of the
contract. The
term 'claim'
would also
apply to
demands arising
from a
contractual
dispute. [D00230]

✓ The assertion
of one of the
contracting

Claim

parties against
the other
seeking
financial
adjustment or
interpretation
with financial
implications of
an existing
contract,
subject to the
terms of the
contract's
dispute clause.
[D02284]

[PD-U]

A written
demand or

Claim

written
assertion by one
of the
contracting
parties seeking,
as a matter of
right, the
payment of
money in a sum
certain, the
adjustment or
interpretation of
contract terms,
or other relief
arising under or
relating to the
contract. [D03468]

[GAT]

Clarification

As a [contractual](#) term, refers to [communication](#) between a [buyer](#) and a [seller](#) to eliminate minor irregularities or apparent clerical [errors](#) in a [proposal](#).

[D04019]

[\[CSM\]](#)

Classes

A grouping of [elements](#) according to some [criteria](#),

[\[PD-U\]](#)

e.g. Cost
Classes [D02465]

Classification

The bringing together into classes of elements that are similar such as the grouping of costs, samples, tests, types of work, etc. [D02466] [\[PD-U\]](#)

The enumeration of

Classification of Defects

possible [defects](#) of the [unit of product](#), classified according to their seriousness.

[Defects](#) will normally be grouped into the [classes](#) of [critical](#), major or minor; however, they may be grouped into other [classes](#), or into subclasses

[\[MIL-ST
105\]
\[QMPP\]](#)

within these
classes. [D00231]

Clearance Number

Is the number of
successively
inspected units
which must be
found free of
[defects](#)
concerned
before a [certain](#)
[action](#) to [change](#)
the [inspection](#)
[procedure](#) can
be taken, [D00232]

[\[USDOD](#)
[\[QMPP\]](#)

Client

The person or [organization](#) for whom a [project](#) is implemented.
[D00233]

[\[NPMT\]](#)

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Client Environment — to — Communication Room

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Term

blue; ✓ signifies
Editor's Choice)

So

**Client
Environment**

The [conditions](#)
under which a
[client](#) operates,
such as the [social
factors](#) found
within the
[organization](#). [D02467]

[\[PD\]](#)

**Client Quality
Services**

The [process](#) of
creating a two-way
[feedback system](#) to
define
[expectations](#),

[\[PM\]](#)

opportunities and anticipated needs.

[D00234]

Close-out

✓ The completion of all work on a project.

Editor's Note: See Transfer of Care, Custody and Control. [D00235]

The completion of project work once the project has been implemented. The phase at the

Close-out

end of the project lifecycle just before the [operations](#) begin.

[\[PN\]](#)

Editor's Note:

Confusingly, this [period](#) is often called [Start-Up](#) since this refers to the [start-up](#) of the [facility](#). [D03809]

Close-out Report

[Documentation](#) of the [Close-out process](#). See [Project Close-out](#). [D02469]

[\[PD\]](#)

**Close-out,
phase**

See [Project Close-out](#). [D00236]

[\[PM\]](#)

**Closed
Projects**

[Projects](#) that have either been [completed](#), or abandoned, and may no longer have [expenditures](#) or [credits](#) charged to them. [D02468]

[\[PD\]](#)

Closing

The [process](#) of terminating the

[\[PD\]](#)

[bidding process.](#)

[D02470]

Closure

The bringing to an end, [finish](#) or conclusion, typically in [discussions](#) or debates. [D02471]

[\[PD\]](#)

CM

See [Configuration Management](#)

CM

See [Construction Management](#)

Coaching

The [process](#) of assisting people to improve their [performance](#). [D02472]

[\[PD\]](#)

Code

A referencing [system](#) typically applied to the [elements](#) of a [work breakdown structure](#). Also, the [results](#) of [programming software](#). [D02473]

[\[PD\]](#)

Code

See [Source Code](#).
[D04022]

[\[CS\]](#)

**Code and Unit
Test**

The activities of writing [software](#) and [performing](#) the initial [test](#). [D04020]

[\[CS\]](#)

**Code of
Accounts**

A [standard breakdown](#) of [expense](#)S. [D00237]

[\[NP\]](#)

✓ Any numbering [system](#) used to uniquely identify

Code of Accounts

each [element](#) of the [work breakdown structure](#). See also [Chart of Accounts](#).

[D00238]

[\[PM\]](#)

Code of Accounts

Once the [project](#) has been divided into the [WBS work packages](#), a [code](#) or numbering [system](#) is assigned to the [cost data](#) for [cost monitoring](#), [control](#), [reports](#), tax class separations and for [forecasting](#)

[\[PM\]](#)

purposeS. [D00239]

Coding

The process of applying a code, typically to the elements of a breakdown structure. [D02474]

[PD]

Collaboration

✓ Working together, cooperation. [D02475]

[PD]

A process of

Collaboration

maximizing both cooperative and assertive behavior to satisfy two [parties](#) in [conflict](#) with one another. [D02476]

[\[PM\]](#)

Collapsing

In an [outline](#), hiding the [tasks](#) that are subordinate to [summary tasks](#), leaving only the [summary tasks](#) visible. [D00240]

[\[MS\]](#)

Gathered into a

Collective

group, aggregate.
[D02477]

[\[PD\]](#)

Combative

Disposed to fight, pugnacious. An aggressive [style of management](#). [D02478]

[\[PD\]](#)

Commercial

The [financial](#) arrangements associated with the exchange of [goods](#) and [services](#). [D02479]

[\[PD\]](#)

[Specifications](#) and

Commercial Item Description	other documentation that describe commercial products or services . [D04023]	[CS]
Commission and Handover	The completion , testing and transfer of a facility to the 'Care, custody and control ' of the operators . See also Commissioning . [D02480]	[PD]

Commissioning

Activities performed for the [purpose](#) of substantiating the [capability](#) of the [project](#) to function as [designed](#). [D00241]

[\[PM\]](#)

Commissions and Bonuses

[Financial rewards](#) for superior [effort](#). See also [Bonus](#). [D02481]

[\[PD\]](#)

A binding [financial obligation](#) typically in the form of a

Commitment

[purchase order](#). If commitments are entered as a [budget](#), a [forecast](#) using the [method](#) Retain [EAC](#) can show the open commitments. [D00242]

[WS](#)

Commitment

An [agreement](#) to consign or [reserve](#) the necessary [resources](#) to fulfill a requirement until [expenditure](#) occurs. A commitment is an [event](#). (See also [Obligation](#)) [D00243]

[FW](#)

Commitment

An obligation to pay money at some future time, such as a purchase order or travel

authorization, which represents a charge to a project budget even though not yet actually paid. [D00244]

[SP]
9]

✓ Any obligation or engagement that

Commitment

pledges [actions](#) of [project participants](#) or [payment](#) of [goods](#) or [services](#).
See also
Commitment [Cost](#).
[D00245]

[\[NP\]](#)

Commitment

1. An [agreement](#) to do something
2. A firm reservation of funds to meet future [contractual obligations](#)

[\[RM\]](#)

Commitment Document

A contract, change order or purchase order issued for the supply of goods and services. The document legally binds the organization and commits it to financial and other obligations. A letter of intent is also a Commitment Document. [D00246]

Commitment Estimate

See [Estimate Class A](#) [D02221]

Commitment Package

A unit of [work](#), typically [part](#) of a [work breakdown structure](#), which is performed [external](#) to the [organization](#) through a [contract](#) or [purchase order](#). See also [Work Package](#). [D00248]

[\[RN\]](#)

Genuine

Commitment to Objectives

[acceptance](#) of the [purpose](#) and [direction](#) (of the [project](#).) See also [Buy-In](#). [D02482]

[\[PD\]](#)

Committed Cost

A [cost](#) 'type'. The [value](#) of [commitment documents](#) [issued](#) for the [scope](#) of the [work](#) within a [cost](#) class as of a [reporting](#) date. A cost class may be [partially](#) or [completely](#)

[\[CC\]](#)

committed at any
[particular time](#).

[D00247]

Committed Costs

[Costs](#) that will still
be incurred even if
the [project](#) is
terminated. [D00249]

[\[WS](#)

Common Carrier

A person holding
themselves out to
the general [public](#)
to provide
[transportation](#) or
[telecommunications](#)
[services](#) for

[\[GA](#)

compensation.

[D03469]

Communicating With Groups

The means by which the project manager conducts meetings,

presentations,

negotiations, and

other activities

necessary to

convey the

project's needs and

concerns to the

project team and

other groups. [D00250]

[PM]

Communicating With Individuals

Involves all activities by which the project manager transfers information or ideas to individuals working on the project. [D00251]

[PM]

Communication

The transmission of information so that the recipient understands what the sender intends. [D00252]

[WS]

The effective transmission of [information](#) so that the recipient understands clearly what the receiver intends.

Communication media may take several forms:

[Oral](#), [written](#), textural, numerical, [graphic](#), body [language](#), paper, electronic, physical, etc. In short, bring together and

Communication

[\[PN](#)

control effectively those things which need inter-relating in order for the project to be properly assessed, configured and implemented.

[D03810]

✓ The transmission and validated receipt of information so that the recipient understands what the sender intends,

Communication

[26]

and the sender is assured that the intent is understood. [D04318]

Communication Channels

The path along which the exchange of information takes place or is supposed to take place. Typically refers to the sequence of individuals in a chain of command. [D02483]

[PD]

Communication Plan, Strategic

An overall [communications approach](#) which provides [guidance](#) for all [communication](#) activities including [development](#) of strategic and tactical [plans](#) for each [phase](#).

[D02233]

[14]

Communication Plan, Tactical

A [communication plan](#) developed in each [phase](#) of the [project](#) outlining the [tactics](#) to be

[14]

used in each [phase](#).

[D02234]

A central [location](#) where vital [project information](#) is [displayed](#) for all to see. Sometimes referred to as a [War Room](#).

Editor's Note: This is a very effective way of maintaining [project visibility](#), especially with regard to [progress](#), etc. However, has

Communication Room

[\[PD\]](#)

*limited [application](#)
for virtual [project](#)
[organizations](#). An
[Internet](#) or
[Intranet](#) web page
is becoming a
viable and popular
alternative. [D02484]*

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Terms v2*

Communications Management — to — Computerized Information Storage, Reference and Retrieval

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Term

Definition (links
in blue; ✓
signifies Editor's
Choice)

Source

The proper
organization and
control of
information
transmitted by
whatever means
to satisfy the
needs of the
project. It
includes the
processes of

Communications Management

transmitting,
filtering,
receiving and
interpreting or
understanding
information using
appropriate skills
according to the
application in the
project
environment. It is
at once the master
and the servant of
a project in that it
provides the
means for
interaction
between the many

[PM]

disciplines, functions and activities, both internal and external to the project, and which together result in the successful completion of that project. [D00253]

Communications Plan

✓ A statement of project stakeholders' communication and information

[RM]

needs. [D00254]

Communications Plan

A plan indicating how Objectives, Plans and Progress of the programme are to be communicated to staff. [D03811]

[PNC

Community

Public stakeholders typically associated with a project. [D02488]

[PD-

Company

Term used primarily to refer to a business first [party](#), the [purpose](#) of which is to [supply](#) a [product](#) or service. [D00255]

[08]

[QM]

Comparison

The [process](#) of comparing, typically referring to [current status](#) compared to [the](#) [planned](#) or [baseline](#)S. [D02489]

[PD-]

Compatibility

✓ Suitable,
capable of
coexistence in
harmony. [D02490]

[\[PD-](#)

Compatibility

The [characteristic](#)
or ability of
[systems](#) to coexist
and function in the
same environment
without mutual
interference.
[D02491]

[\[PM](#)

Something given
on [account](#) of
[goods](#) provided,

Compensation

services, some form of loss or misuse. Usually financial, to offset an adverse situation such as a claim. [D02492]

[PD-

Compensation

Wages, salaries, honoraria, commissions, professional fees, and any other form of remuneration provided directly or indirectly for

[GA]

services

rendered. [D03470]

Compensation and Evaluation

The measurement of an individual's performance and the financial payment provided to employees as a reward for their performance and as a motivator for future performance.

[D00256]

[PM]

Competence

Ability to perform [\[PD-](#)
up to a required
[standard](#). [D02493]

Competency

(in [project](#)
[management](#)) The
[measurement](#) of
both a person's
[knowledge](#) and
their [\[RM](#)
[demonstrated](#)
[capability](#) in
[project](#)
[management](#).
[D00257]

1. A condition

Competition

where a large number of producers or service providers vie for [customers](#)

2. An attempt by two or more persons or [organizations](#) to gain more than the other through [methods](#) of [PM](#) their own.

*Editor's Note:
Competition is
sometimes used
in soliciting
proposals where
selection is made
on the basis of
excellence or
suitability, as
with
architectural
assignments.*

[D02494]

An acquisition
strategy where
more than one

Competition

[supplier](#) is solicited to bid on [performing](#) a service or function. [D04024]

[\[CSN\]](#)

Competitive

The act of being in [competition](#). [D02495]

[\[PD-](#)

Compile

To collect or put together. [D02496]

[\[PD-](#)

Complete

[Finished](#), ended, concluded all according to

[\[PD-](#)

[requirements](#).

[D02497]

Completed Activity

An [activity](#) with an [actual finish date](#) and no [remaining duration](#). [D00258]

[\[PM\]](#)

Completed Units

The number of units [completed](#) to [\[PD-date\]](#). [D02498]

Completion

The [process](#) of [finishing](#), see

[\[PD-](#)

Complete. [D02499]

**Completion
Date**

The date
calculated by
which the project
could finish
following careful
estimating. [D00259]

[WS

Completion

The date
calculated by
which the project
could finish
following careful
estimating,

[PNC

Date

planning and risk analysis taking into account resource limitations and contingency.
[D03812]

Completion Date

✓ The calculated date for completion derived from estimating, planning and risk evaluation taking into account contingencies for identified risks.

[26]

[D04319]

Complex

See [Project Complexity](#).

[D02500]

Component

A [subsystem](#),
[assembly](#),
[subassembly](#) or
other major
[element](#) of an [end item](#) [D02285]

[\[DSM\]](#)

Component

Assembling units
into the next
higher [assembly](#)

Integration and Test

and [testing](#) the [integrated](#) unit.
[D04025]

[\[CSM\]](#)

Components

Those articles, [materials](#)s, and [supplies](#) incorporated directly into the end [products](#) or [construction element](#)s. [D03471]

[\[GAT\]](#)

Compound Risk

A [risk](#) made up of a number of inter-related [risks](#).

[\[WS\]](#)

[D00261]

Compromise

Both sides agree such that each wins or loses a few points. [D00262]

[\[PM](#)

Compromising, in negotiating

A search for middle ground that involves some degree of sacrifice by both sides. [D02732]

[\[PM
p343](#)

An electronic

Computer

device for
computation,
[record](#) keeping,
[communication](#),
etc. [D02501]

[\[PD-](#)

Computer Aided Design ("CAD")

The [application](#) of
[computer](#)
[technology](#) to
facilitate [design](#)
by applying
[methods](#), forms,
functions,
[algorithms](#), virtual
[mock-ups](#), object
[integration](#), etc.
[D04026]

[\[CSM](#)

**Computer Aided
Drafting
("CAD")**

The drawing of the [parts](#) of a [system](#) or unit by electronic means.
[D02436]

[\[PD-](#)

**Computer Aided
Manufacturing**

The [application](#) of [computer technology](#) to facilitate [manufacturing](#) in the areas of numerically [controlled](#) machine

[\[CSM](#)

("CAM")

operations,
robotic
production lines,
just-in-time
supply systems,
inventory control,
and configuration
management.

[D04027]

The application of
computer
technology to
facilitate the
development of
software. CASE
tools usually
include libraries

Computer Aided Software Engineering ("CASE (1)")

of reusable [code](#)
([modules](#) of
[software](#) that can
be easily
modified for
[specific tasks](#)),
[programmer](#)
[productivity tools](#),
and [testing](#)
utilities. CASE
tools also provide
[requirements](#)
[management](#),
[system simulation](#),
[test management](#),
etc. See also
[Computer Aided](#)
[System](#)

[\[CSM](#)

Engineering.

[D04028]

**Computer Aided
System
Engineering
("CASE (2)")**

The application of
computer
technology to
facilitate
requirements
management,
requirements
flowdown,
behavior
simulations,
system trades,
verification
planning, change
control and

[CSM]

baseline
management.

[D04029]

The computer assisted techniques to handle analysis and store the volume of data accumulated during the project life that are essential to the cost management function. The areas associated

Computer Cost Applications

with cost management are: cost estimating data base, computerized estimating, management reports, economic analysis. analysis of risk and contingency, progress measurements, productivity analysis and control, risk management, commitment

[PM]

accounting, and,
integrated project
management
information
systems. [D00263]

Devices capable
of accepting and
storing digital
data, executing a
systematic
sequence of
operations on that
data, and
producing outputs.
Such devices can
perform

Computer

[CSM]

Hardware

substantial
[interpretation](#),
computation,
[communication](#),
[control](#), or other
[logical](#) functions.
They include
peripheral
equipment such as
storage devices.
[D04030]

A [technique](#) for
establishing past
[project results](#) as
an [interactive](#)
mathematical

Computer Modeling

computer program. By selectively modifying data on models of similar projects, it is possible to anticipate the affects on related dependencies in projects proposed or in progress. This technique is useful for determining the optimum choice, e.g. where a complex series of

options, each with their own interdependent cost and schedule impacts, are available for achieving almost the same objective. When programmed, a schedule network containing Network Branching becomes such a Computer Model

[D03051]

**Computer
Program
Configuration
Item**

See [Computer Software Configuration Item](#). [D04032]

**Computer
Software**

[Programs](#) used to run a [computer system](#). [D03282]

[\[PM\]](#)

**Computer
Software**

✓ [Computer programs](#), [applications](#), [data bases](#), together with their respective [documentation](#).

[\[PD-](#)

[D03472]

Computer Software Component

A distinct part of a Computer Software Configuration Item (CSCI).

[D00264]

[VPN
4]

A major software component of a system that is designated by the Buyer for configuration management to ensure the

Computer Software Configuration Item ("CSCI")

integrity of the delivered [product](#). It, therefore, may exist at any level in the [hierarchy](#), where interchangeability is required. Each [CSCI](#) is to have (as appropriate) [individual design reviews](#), [individual qualification certification](#), individual [acceptance](#)

reviewss, and
separate user
manuals. [D00265]

Computer Software Configuration Item ("CSCI")

✓ A term denoting
a software
component of a
system, which is
designated for
configuration
management to
ensure
configuration
integrity. It may
exist at any level
in the hierarchy
where

[CSM]

interchangeability
is required. [D04031]

**Computer
Software
Documentation**

Technical data,
including
computer listings
and printouts,
which document
the requirements,
design, and/or
coding details of
computer
software, explain
the capabilities
and limitations of
the software,
and/or provide

[CSM]

operating
instructions for
using or
supporting
computer
software during
the software's
operational life.
[D04033]

**Computer
Software Unit**

The lowest group
of software code
created to
perform a
specified function
or functions. An
element of a

[CSM]

Computer Software Component (CSC) that is separately testable. [D04034]

Computer-Aided

Done with the assistance of a Computer. For example, see CAD. [D02502]

[PD-

The larger and more complex a project, the more difficult it is for

Computerized Information Storage, Reference and Retrieval

managers to find the information they require from the mounting volume of documents, studies, reports, contracts, specifications, drawings, changes, proposed changes and progress reports. Even simplified computerized cross referencing of these

[documents](#) can help considerably. It should all be [part](#) of the [project's Records Management program](#). [D03050]

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Concept — to — Conflict

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	S

Concept

✓ An imaginative arrangement of a set of ideas. See also [Concept Phase](#). [D00266]

[\[PM\]](#)

Concept Definition Document

A [document](#) describing the [concept](#) selected for [development](#) and the [results](#) of investigating alternative [system concepts](#). It is used to derive the [System Specifications](#) and the [Statement of Work](#). Also known as

[\[CS\]](#)

System Concept Document. [D04035]

Concept Phase

The first of four sequential phases in the generic project life cycle. Also known as Idea, Economics, Feasibility or Pre-Feasibility Phase. [D00267]

[PM]

✓ The first phase of a project in which the need is examined,

Concept Phase

alternatives are assessed, the goals and objectives of the project are established and a sponsor is identified.
[D00268]

[CC]

Concept Study

✓ Consideration of an idea that includes a review of its practicality, suitability, cost-effectiveness, etc. usually followed by a recommendation whether or not to proceed with a/the

[PI]

[project](#). [D02503]

Concept Study

A broad-scale [plan](#) that takes place well before a [project](#) begins; the recognition of a need [\[PM\]](#) for a [project](#) and a [study](#) to decide whether it is practical or not. [D02504]

Conceptual

See [Concept](#). [D02505]

[Budgeting based](#) on

Conceptual Budgeting

an [Order of Magnitude Estimate](#).

[D02506]

[\[PI\]](#)

Conceptual Design

An early [stage](#) in the life of a [project](#) that should result in the preparation of a [document](#) containing a [functional program](#), sketches and [outline drawings](#), a [concept estimate](#) and a set of [design standards](#).

[D00269]

[\[CC\]](#)

Conceptual Development

A process of choosing/documenting the best approach to achieve project objectives. [D00270]

[PM]

Conceptual Development

A cognitive exercise leading from the project vision through the identification of real needs into a mission-oriented physical reality which has a technology with a satisfactory probability of achievement. [D04323]

[M]

Conceptual Project Planning

The process of developing broad-
scope project
documentation from
which the technical
requirements,
estimates, schedules,
control procedures
and effective project
management will all
flow. [D00271]

[PM]

Written authorization
to use or release a
quantity of material,

Concession

[components](#) or stores already produced but which do not conform to the specified [requirements](#). Also [Waiver](#) [D00272]

[\[IS](#)
[\[Q\]](#)

Concession Making, in negotiating

A [negotiating strategy](#) that provides less benefit to you and more benefit to the other side. [D02730]

[\[PN](#)
[p34](#)

Conciliatory

Willing to [compromise](#) to bring to a satisfactory or

[\[PI](#)

friendly conclusion.
[D02507]

Concluding

The last part, or bringing to an end, arriving at a conclusion or final judgement. [D02508]

[PI

Conclusions

The logical results, typically of a discussion, meeting, or negotiations. [D02509]

[PI

The degree to which

Concurrency

Phases, Stages, or Activities may be overlapped. [D02287]

[PI]

Concurrent

Happening at the same time such as activities carried out in parallel. [D02510]

[PI]

Two or more delays that take place or overlap during the same period, either of which occurring alone would have

Concurrent Delays

affected the ultimate completion date. In practice it can be difficult to apportion damages when the concurrent delays are due to the owner and contractor respectively. See also Excusable Delays Excusable Compensable Delays; Excusable Non- compensable Delays; and Non-Excusable Delays . [D03424]

[CC]

Concurrent Engineering

✓ A systematic approach to the simultaneous, integrated design of products and their related processes, such as manufacturing, testing and supporting. [D00274]

[W

A systematic approach to the integrated, concurrent design of products and their related processes, including manufacture and

Concurrent Engineering

support. This approach is intended to cause the developers, from the outset, to consider all elements of the product life cycle from conception through disposal, including cost, quality, schedule, and user requirements. It is characterized by focus on the customer's requirements and priorities, a conviction that quality

is the result of improving a [process](#), and a [philosophy](#) that [improvement](#) of the processes of [design](#), [production](#), and [support](#) is a never ending [responsibility](#) of the entire [enterprise](#). [D03734]

Concurrent Tasks

[Tasks](#) in a [project](#) that can be [worked](#) on at the same [time](#). [D00275] [\[O\]](#)

[Risk](#) that occurs under

Conditional Risk

certain conditions or is accepted provided that certain conditions are met. [D02511]

[PI]

Conditions

The existence of, or setting of, certain requirements before agreement can be reached or work can begin, etc. [D02512]

[PI]

Conducting

The carrying out of such things as audits, inquiries, reviews, etc. [D02513]

[PI]

Confidence Level

A level of confidence, stated as a percentage, for a [budget](#) or [schedule estimate](#). The higher the confidence level, the lower the [risk](#).

[D00276]

[O'4]

Configuration

The [technical description](#) needed to [build](#), [test](#), accept, operate install, maintain and [support](#) a [system](#). [D00277]

[W]

Configuration

✓ A collection of an item's descriptive and governing characteristics, which can be expressed:

1. In functional terms, i.e. what performance the item is expected to achieve, and
2. In physical terms, i.e. what the item should look like and consist of when it is completed

IDS

[D02288]

Configuration

A collection of items with descriptive and governing characteristics. [D02514]

[PN]

Configuration

The complete technical description required to build, test, accept, install, operate, maintain and support a System. [D03813]

[PN]

Configuration Breakdown

The separation of configuration items into logical groupings. [D02515]

[PI]

Configuration Control

A system of procedures that monitors emerging project scope against the scope baseline. Requires documentation and management approval on any change to the baseline. [D00279]

[PM]

Configuration Control

The [systematic evaluation](#), [coordination](#), and [approval](#) or disapproval of all [changes](#) subsequent to establishing the [baseline configuration](#). [D02517]

[PM]

Configuration Control Board

A [board](#) established to [approve](#) all proposed [changes](#) to an [approved baseline](#). [D04036]

[CS]

Configuration Item

A component of a configuration that has a defined function and is designated for configuration management. [D03814]

[P]

✓ A hardware, software, or composite item at any level in the system hierarchy designated for configuration management.
Configuration Items have four common characteristics:

Configuration Item ("CI")

1. Defined [functionality](#)
2. Replaceable as an entity
3. Unique [specification](#)
4. [Formal control](#) of form, fit and [functionality](#).

Each CI should have an identified [manager](#) and may have CI-unique [design reviews](#), [qualification certification](#), [acceptance reviews](#), and operator and

[maintenance manuals.](#)

[D04037]

**Configuration
Item
Acceptance
Review**

The [acceptance](#) of a CI by the [system](#) integrator that [authorizes](#) the CI to be [integrated](#) into the [system](#) for further [verification testing](#) and [system acceptance](#). [D04038]

[CS

**Configuration
Item**

Proving compliance with the CI "[Design-to](#)" [specification](#) using [test](#),

[CS

Verification

demonstration,
analysis, and
inspection. [D04039]

**Configuration
Item
Verification
Procedures**

Detailed step-by-step instructions for the set-up, operation, and evaluation of tests, inspections, demonstration, or analysis to be used for CI verification.
[D04040]

[CS

A management discipline that applies

Configuration Management ("CM")

technical and administrative direction to the development, production and support life cycle of a configuration item.

This discipline is applicable to hardware, software, processed materials, services and related technical documentation. CM is an integral part of life-cycle management. [D00280]

[IS

Configuration Management

Management of the methods used to control the software and hardware being developed; often used interchangeably with change control. [D00281]

[SF
9]

Configuration Management

The process of defining the configuration items in a system, controlling the release and change of those items throughout the project, recording and

[W]

reporting the status of configuration items,
and verifying the completeness of
configuration items.
[D00282]

A procedure for
applying technical
and administrative
direction and
supervision to:

1. Identify and
document the
functional and
physical
characteristics

Configuration Management ("CM")

- of an item or system
2. Control any changes to such characteristics
 3. Record and report the change, process, implementation status
 4. Audit the items and system to verify conformance to contractual requirements

The CM [process](#) must be carefully tailored to the capacity, size, [scope](#), nature and [complexity](#) of the system involved, and its [phase](#) in the [project life cycle](#).

[D02289]

Configuration Management

The [process](#) of [designing](#), making and assembling the [components](#) of a [project's deliverable](#) in order to achieve the required [functionality](#). [D02622]

Configuration Management

The process of ensuring that the project delivers everything it is supposed to - physical products and assets, quality products, documentation, deliverables etc. - such that there is complete assurance on delivery integrity. It is particularly concerned with managing the status of

pending and [approved changes](#) to the [project deliverables](#) and with [managing the information](#) that define the [configuration status](#). It is closely related to [Change Control](#).

[D03429]

✓ The [process](#) to:

- Define the evolving [baselines](#) of the [project](#)
- [Control changes](#) to the [approved](#)

[CS

Configuration

Management

- [baselines](#)
• [Record](#) and communicate the [change](#) and change [status](#)

[D04041]

Configuration Management Board

The [authoritative](#) committee of qualified senior representatives responsible for [configuration control](#).

[PI](#)

[D02516]

The [technical](#)

Configuration Relationships

[description](#) of the [interfaces](#) between [configuration items](#).

[D02518]

[\[PI](#)

Conflict

✓ Two or more [parties](#) having differing interests or perspectives that require [resolution](#) to achieve [project goals](#).

[D02519]

[\[26](#)

Conflict

The state that exists when two groups have [goals](#) that will

[\[PM](#)

[affect](#) each other
differently. [D02520]

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*Widemo
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Terms v2*

Conflict Management — to — Contingency

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Term	Definition (links in blue;  signifies Editor's Choice)	Source
------	---	--------

Conflict Management

The ability to manage [conflict](#) effectively. [D00283]

[\[WS\]](#)

Conflict Management

The [process](#) by which the [project manager](#) uses appropriate [managerial techniques](#) to deal with the inevitable disagreements, both [technical](#) and personal in nature, that develop among those

[\[PM\]](#)

working toward
project
accomplishment.
[D00284]

Conflict Management

✓ Handling of
conflicts between
project
participants or
groups in order to
create optimal
project results.
[D00285]

[NPM]

The art of
managing conflict
creatively and

Conflict Management

productively. This art channels these conflicts so that the result is positive and preferably synergistic, rather than destructive.

[D03430]

[CRM

The art of managing conflict effectively. Nearly all projects encounter conflict. It occurs at all levels

Conflict Management

largely because there are so many different parties working together each with their own aims. Also, people come together who often barely know each other and yet are asked to work together under pressure. The art of conflict management is to channel conflicts so that the result is positive rather

[PNC

than destructive.

[D03815]

Conflict Resolution

To seek a solution to a problem, five methods in particular have been proven through confrontation, compromise, smoothing, forcing and withdrawal.

[D00286]

[PM]

When a product meets all aspects

Conformance to Requirements

of its

[specification](#), it is said to be in Conformance to [Requirements](#).

[D02521]

[\[PD-\]](#)

Confrontation

Where two [parties](#) [work](#) together toward a solution of the [problem](#).

[D00287]

[\[PM\]](#)

In [project team](#) [decision-making](#), full [agreement](#) within the group

Consensus

of a course of [action](#) including all its details. This [approach](#) requires [negotiation](#) within the group of all the precise details. While [leading](#) to a higher level of [buy-in](#), the result tends to be equivalent to the lowest common denominator. [Negotiations](#) may be protracted and

[RM]

the final course not necessarily optimal and in the best interests of the [project's goals](#). (See also [Consent](#).) [D00288]

Consensus Decision Process

Group [decisions](#) resulting from members engaging in full and open [discussion](#) and then reaching [consensus](#) to live with and openly [support](#) the

[\[CSM\]](#)

resulting decision.

[D04042]

Consent

In project team decision-making, acquiescence or agreement to a course of action commonly characterized by comfort with the general direction though not necessarily with all the specific details. In project decision-making, consent is

[RM]

considered a more practical [approach](#) than [consensus](#). (See also [Consensus](#).)
[D00289]

Consequences

The [results](#) following some [activity](#) or activities. [D02522]

[\[PD-\]](#)

In [contract law](#), something of [value](#). It may be money, an act, or

Consideration

a promise. It is one of the key elements required to have a binding contract. [D03473]

[GAI]

Considerations

Aspects to be evaluated. Also, some form of compensation in return for something done. [D02523]

[PD-]

Consolidate

To bring together into one logical

[PD-]

grouping. [D02524]

Consortium

A business relationship (usually international) between one company and another company (or division of the same company) in which one party has primary responsibility.

[D02525]

[PM]

Consortium

✓ A form of [partnership](#) involving a number of [parties](#).
[D02526]

[\[PD-\]](#)

Constituents

Anyone who is [impacted](#) by a [project](#), often as members of the [public](#), but not directly involved as [participants](#).
[D03126]

[\[PD-\]](#)

A restriction or limitation you set

Constraint

on the start or
finish date of a
task. [D00290]

[MS]

Constraint

Applicable
restriction which
will affect the
scope. Any factor
which affects
when an activity
can be scheduled.
(See Restraint.)
[D00291]

[PM]

✓ A restriction
that must be

Constraint

balanced with all other constraints to achieve project success. The four primary and universal project constraints are scope, quality, grade, time and resources. [D00292]

[26]

Constraints

✓ Restrictions or boundaries impacting overall capability, priority, and resources. [D02290]

[DSM]

Constraints

A generic term for factors affecting the possible start and finish dates of an activity including logic and imposed dates. [D03816]

[PNC

Constructability

✓ The extent to which the design of a structure facilitates ease of construction, subject to the

[13 F

overall
requirements for
the completed
form. [D02184]

Constructability

The optimum use
of construction
knowledge and
experience in
planning,
engineering,
procurement and
field operations to
achieve the
overall objective.
[D02185]

[13 F

Construction

The [organization](#) and [coordination](#) of all the [resources](#) needed to [complete](#) the erection, [installation](#), or [assembly](#) of a new [facility](#). [D02527]

[PM]

Construction

✓ All the [work](#) involved in assembling [resources](#) and putting together the [materials](#) required to form a

[PD-]

new or changed facility. [D02528]

Construction Contractor

A corporation or individual who has entered into a contract with the organization to perform construction work. [D00293]

[CCC]

Any of the cost types (appropriations, commitment,

Construction Cost

[expenditure](#) or [estimate to complete](#))

associated with the [scope](#) of the [construction work](#). See also [project cost](#).

[D00294]

[\[CCC\]](#)

A [company](#) that performs the duties of the [construction manager](#) and his [staff](#). Especially on large [construction](#)

Construction Management

projects, such firms may take over the role of a general contractor, by providing day-to-day supervision and direction of activities by general and subtrade construction contractors. [D00295]

[CCC

✓ The process by which a potential

Construction Management ("CM")

owner of a capital facility engages a professional agent, referred to as a construction manager, to coordinate, communicate and direct the entire process of construction from the project planning stage through design, procurement, construction and start-up, in terms of scope, quality,

[PM]

time and cost.

[D00296]

Construction Manager

The title of a position on the project team. This person is responsible to the project manager for directing the construction of a project within authority and responsibility limits, usually established by the contract. On

[CCC]

smaller [projects](#),
a [construction contractor](#) may
assign this [role](#) to
a superintendent.
[D00297]

Construction Stage

That [part](#) of a
[project life cycle](#)
during which the
[construction work](#)
is carried out. See [\[CCC](#)
also
[implementation phase](#). [D00298]

Construction Work

The [construction](#), rehabilitation, alteration, conversion, extension, demolition, or repair of [buildings](#), highways, or other [changes](#) or [improvements](#) to [real property](#), including facilities providing utility [services](#). The term also includes the [supervision](#),

[\[GAI\]](#)

[inspection](#), and
other on-[site](#)
functions
incidental to the
[actual](#)
[construction](#).

[D03474]

Construction- Oriented

Bias towards a
[construction](#)
environment.

[D02529]

[\[PD-\]](#)

Informed
interrogation and
[discussion](#) of

Constructive Challenge

proposed [concepts](#)/solutions by peers and [experts](#) to ensure that the [concept](#)s/solutions are well founded and justified.

[D04043]

[\[CSM\]](#)

Constructive Change

An [owner's action](#) or inaction that [impacts](#) the [contractor's working conditions](#) and hence constitutes an unauthorized

[\[PD-\]](#)

modification of
the original
contract intent.

[D03475]

Consultant

One who provides
some specialized
service based on
their special
qualifications,
education or
experience. [D02530]

[PD-]

Consulting

The services
provided by a
consultant. [D02531]

[PD-]

Consumable Resource

A type of [resource](#) that remains available until consumed (for example, a [material](#)). [D00299]

[\[WS\]](#)

Consumables

[Supplies](#) that are consumed in the course of a [project](#). A [collective](#) term representing a wide variety of [items](#) too small to

[\[PD\]](#)

be [accounted](#) for
[individually](#),
although generally
identified by
groupings. [D02532]

Contemplated Change Notice

A form [issued](#) to a
[construction](#)
[contractor](#)
requesting its
quotation for a
proposed [change](#)
in the [scope of](#)
[work](#) that would
be included in its
[contract](#). [D00300]

[\[CCC\]](#)

Contending, in negotiating

An [effort](#) to persuade the other side to make a [proposal](#) more favorable to you but less favorable to them. [D02731]

[\[PM\]](#)
[p343](#)

Content

All that is included, or contained. [D02533]

[\[PD-\]](#)

Content Type

The subdivision of [contents](#) into separate groupings or

[\[PD-\]](#)

types. [D02534]

Context

The background within which something is [reviewed](#), determined, decided, or otherwise happens. [D02535]

[\[PD-\]](#)

Contingencies

See [Reserve](#) and [Contingency Planning](#). [D00301]

Contingencies

Specific
provision for
unforeseeable
elements of cost
within the defined
project scope;
particularly
important where
previous
experience
relating estimates
and actual costs
has shown that
unforeseeable
events which will
increase costs are
likely to occur. If
an allowance for

[PM]

escalation is included in the contingency it should be a separate item, determined to fit expected escalation conditions for the project. [D00302]

Contingencies

✓ Specific provision(s) to mitigate random or unknown project risks from causing project

failure or frequent
baseline changes.

[D04320]

Contingency

A Contingency is
the planned
allotment of time
and cost for
unforeseeable
elements with a
project. Including
contingencies will
increase the
confidence of the
overall project.

[D00303]

[WS'

Contingency

An amount of [design margin](#), [time](#), or money inserted into the corresponding [plan](#) as a [safety factor](#) to accommodate unexpected and presently unknown occurrences that [judgment](#) suggests will occur during the [project](#). [D00304]

[SPN
9]

Contingency

Incidental

[NPN]

expense. [D00305]

A component of the authorized appropriation or estimated cost at completion for the project's scope of work or a particular cost class.

Contingency is an estimator's allowance for the cost of unknowns, changes to make things work or

Contingency

estimating error.
The anticipated award price of a cost class may also contain allowance for escalation.

However, a reserve for scope changes is not a contingency in the same sense. A Scope Change Reserve is an allowance from which transfers can be made into specific cost

[CCC]

classes when the scope of work in the class is amended by the owner. The appropriation for that class should be amended accordingly following the transfer. [D00306]

Contingency

Time, effort or money added to the project plan to [PM] compensate for

[uncertainty](#). [D02190]

Contingency

✓ As a result of [risk analysis](#) sums of money or amounts of [time](#) may be set aside as contingency which may be used in the [event](#) of [risks](#) occurring.

Editor's Note:

Contingency should be shown in [the plan](#) as a separate item and not hidden in

[\[PNC\]](#)

*activities as 'an
extra 10%' on
duration or cost.*

[D03817]

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Terms v2*

Contingency Allowance — to — Contract Order Modifications

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	Definition (links in	
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Term	blue; ✓ signifies Editor's Choice)	S
Contingency Allowance	See Reserve . [D00307]	
Contingency Allowance	✓ Specific provision to cover variations which may occur in the expected values of elements of cost or schedule, but not scope or quality. <i>Editor's Note:</i> Contingency Allowance is not the	[E

same as

Contingency

Reserve. [D00308]

**Contingency
Allowance**

Specific provision
for unforeseen
elements of cost
within the defined
project scope:
particularly
important where
previous experience
relating estimates
and actual costs has
shown that
unforeseen events
which will increase

costs are likely to occur. If an allowance for escalation is included in the contingency it should be as a separate item, determined to fit expected escalation conditions of the project. [D00309]

A formal approval process by which sums identified as budget contingency may be applied

Contingency Budget Procedure

where needed.

Editor's Note: There is much controversy over the

management of contingency sums, ranging from dipping into the 'big pot' approach to the incremental allocation of money to activities based on their relative risks. Moreover, the reallocation of contingency money is frequently a bone of contention

between
management and
accounting
departments. [D02536]

Contingency Plan

A plan that identifies
key assumptions
beyond the project
manager's control,
and their probability
of occurrence. The
plan identifies
alternative strategies
for achieving project
success. [D00310]

[F

Contingency Plan

An alternative for [action](#) if things don't go as [planned](#) or if an expected result fails to [materialize](#). [D00311] [\[C 2\]](#)

Contingency Plan

✓ A [fallback position](#), or [workaround](#) in the [event](#) of an adverse occurrence, or [risk event](#), on the [project](#). [D02537] [\[F\]](#)

The [development](#) of [management plans](#) to be invoked in the

Contingency Planning

event of specified risk events.

Examples include the provision and prudent management of a Contingency Allowance in the budget, the preparation of alternative schedule activity sequences, Work-arounds and emergency responses to reduce the impacts of particular risk events, and the evaluation of liabilities in the

event of complete project shut down.
[D00312]

Contingency Planning

The development of a management plan that uses alternative strategies to ensure project success if specified risk events occur. [D00313]

Contingency Reserve

See Reserve. [D00314]

Contingency Reserve

✓ A provision held by the project sponsor for possible changes in project scope or quality. Scope and quality changes constitute changes in the project manager's mandate and will affect the project's cost and schedule. *Editor's Note: Note the distinction from Contingency Allowance.* [D00315]

Continuous

Happening without a break, non-stop.

[D02538]

[\[F\]](#)

Continuous Improvement

Constantly striving to make things better, which is a [particular](#) aim of a [Quality Assurance Program](#)

[D02539]

[\[F\]](#)

Continuous Reporting

[Reports](#) available on-[line](#) from [data](#) that is entered in [real time](#). [D02540]

[\[F\]](#)

A contract is a mutually binding [agreement](#) which obligates the [seller](#) to provide the specified [product](#) and obligates the [buyer](#) to pay for it. Contracts generally fall into one of three broad categories:

- [Fixed price](#) or [lump sum](#) contracts. This category of contract involves a fixed

total price for a well-defined product. Fixed price contracts may also include incentives for meeting or exceeding selected project objectives such as schedule targets.

- Cost reimbursable contracts. This category of contract

Contract

involves payment (reimbursement) to the contractor for its actual costs. Costs are usually classified as direct costs (costs incurred directly by the project such as salaries of project staff) and indirect costs (costs allocated to the project by the

performing
organization as
a cost of doing
business such as
salaries for
corporate
executives).

Indirect costs
are usually
calculated as a
percentage of
direct costs.

Cost
reimbursable
contracts often
include
incentives for
meeting or

exceeding selected project objectives such as schedule targets or total cost.

- Unit price contracts. The contractor is paid a preset amount per unit of service (e.g., \$70 per hour for professional services or \$1.08 per cubic yard of earth removed) and

the total value
of the contract
is a function of
the quantities
needed to
complete the
work.

[D00316]

Contract

A document
containing the terms
of an agreement.

[D00317]



Contract

A mutually binding [agreement](#) in which the [contractor](#) is obligated to provide [services](#) or [products](#) and the [buyer](#) is obligated to provide [payment](#) for them. Contracts fall into three categories: [fixed price](#), [cost reimbursable](#) or [unit price](#). [D00318]

IV

An [agreement](#) in law between the [organization](#) as

Contract

owner, and a consultant (See Agreement) or a construction contractor. It is a commitment document. The term contract is used to refer to the document itself. Construction contracts are often classified and described by the terms of payment they contain: Stipulated Price or Lump Sum, Unit Price, Cost Plus, etc.

Contract

✓ A binding agreement to acquire goods and/or services in support of a project. [D00320]

IF

Contract

An agreement between two or more legally competent parties, in the proper form, on a legal subject matter or purpose, for a legal consideration. [D02291]

IF

Contract

A mutually binding legal relationship obligating the seller to furnish the supplies or services (including construction) and the buyer to pay for them. [D03476]

[C]

Contract

Monitoring and control of performance, reviewing progress, making payments, recommending modifications and

[F]

Administration	approving contractor's actions to ensure compliance with contractual terms during contract execution. [D00321]
-----------------------	--

Contract Administrator	An official who has the authority to negotiate, enter into, modify, and administer contracts . [D04044]
-------------------------------	---

	The final outcome of the acquisition
--	--

Contract Award

process in which generally the contract is awarded to one prospective supplier, through acceptance of a final offer generally either by issuing a purchase order or the signing of a legally binding contract formalizing the terms under which the goods/services are to be supplied. [D00322]

IF

✓ The signing and

**Contract
Award**

issuing of [contract documents](#) to a [contractor](#). [D02292]

[\[E\]](#)

**Contract
Award
Ranking**

[Qualitative](#) and/or [quantitative determinations](#) of prospective [suppliers'](#) bid/[tender/ proposal](#)/quotation relative to each other measured against a common [base](#). [D00323]

[\[E\]](#)

The [breakdown](#) of a [contract](#) into

Contract Breakdown

measurable
packages,
measurable activities [F
such as units of work
performed, or
milestones verifiable
by corresponding
checklists. [D02541]

Contract Budget Base

The negotiated
contract cost value
plus the estimated
value of authorized
but unpriced work. [V
[D00324]

✓ An authorized

Contract Change

modification to some terms of the contract. This may involved any of the following: A change in the volume or conditions of the work involved, the number of units to be produced, the quality of the work or units, the time for delivery, and/or the consequent cost involved. [D02542] [F]

Contract Change

Any written change in the terms of a [C]

[contract](#). [D03478]

Contract Change Notice

A [written buyer](#) notice, [directing](#) the [contractor](#) to make [specific changes](#) to the [contractual effort](#). [Cost](#) and [schedule impacts](#) of the [change](#) must be negotiated. Also called [Contract Change Order](#) (CCO). [D04045]

Contract Change Order

See [Contract Change Notice](#). [D04046]

Contract Close-out

✓ Contract closet activities which assure that the contractor has fulfilled all contractual obligations and has released all claims and liens in connection with work performed.
[D00325]

[F]

Contract Close-out

Settlement of a contract. [D00326]

[V]

Contract Dates

The dates specified in the [contract](#) that [impact](#) the [project plan](#). [D00327]

[P

Contract Dispute

Disagreement between the [parties](#). This may occur during [contract](#) execution or at [completion](#) and may include misinterpretation of [technical requirements](#) and any terms and [conditions](#)

[P

or due to [changes](#) not anticipated at the [time](#) of [contract award](#). [D00328]

Contract Document System

The [system](#) in place to store, retrieve, reference and [update contract documentation](#).

[D02543]

All [formal documents](#) directly associated with a [contract](#) such as the signed [agreement](#) and

Contract Documentation

its terms; [general conditions](#), [specifications](#), [special conditions](#) and [specifications](#), etc.; all illustrative [materials](#) such as explanatory drawings, sketches schematics, [flow diagrams](#), [production schedule](#), etc.; the [records](#) of any modifying terms as a result of [contract negotiations](#); and any other [documentation](#) that serves to clarify

the intent between the parties at the time of contract signing.

Editor's Note:

Contract documents should NOT include the original *invitation to bid*, *tender conditions*, and similar *instructions* which are of historic interest only once the *contract* is let and may serve to be in *conflict* with the final negotiated contract. [D02544]

Contract Documents

The set of [documents](#) which form the [contract](#). [D00329]

[P

Contract Elements

To be [legally](#) enforceable, a [contract](#) must include the following: an [offer](#), an [acceptance](#), [consideration](#), execution by competent [parties](#), [legality](#) of [purpose](#), and clear terms and [conditions](#). [D03477]

[C

Contract Financial Control

Exercise of [control](#)
over [contract costs](#).
[D00330]

[F

Contract Form

The [formal legal](#)
cover sheet that is
signed by the [parties](#)
that gives effect to
the [contract](#). [D02545]

[F

Contract

A [report](#) normally
required on [cost](#) or
[incentive](#) type

Funds Status Report

[contracts](#) to inform the [buyer](#) of funds used and [status](#) of remaining funds.
[D04047]

Contract Guarantee

A [legally](#) enforceable [assurance](#) of [performance](#) of a [contract](#) by a [contractor](#). [D00331]

The law governing the [contract](#), usually the law of the land in which the [work](#) of the [contract](#) takes

Contract Law

place. Where the [work](#) of a [project](#) takes place in different [locations](#), different law may apply. This is [part](#)icularly true where the work takes place in different countries. [D02546]

[F]

Contract Line Item Numbers

An [identifier](#) used in [Request for Proposals](#) to describe [deliverables](#) under the [contract](#). [D04048]

[C]

Contract Manager

The manager responsible for overseeing all aspects of contract preparation and administration. [D04049]

Contract Negotiation

Method of procurement where a contract results from a bid which may be changed through bargaining. [D00332]

Contract Negotiations

The process of buyer and seller discussion and position modification until mutual agreement is reached on contract content. [D04050]

Contract Order Modifications

Changes in a contract during its execution to incorporate new requirements or to handle contingencies that develop after contract placement. Changes may include price adjustments or

changes in [scope](#).

[D00333]

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Contract Package — to — Control Requirements

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	So
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Contract Package	See Contract Breakdown . [D02547]	
Contract Performance Control	Control of work during contract execution. [D00334]	[PN]
Contract Plan	The conditions , methods , schedule , etc. for carrying out the work of the contract as agreed between the parties at the time of signing	[PE]

the [contract](#). [D02548]

Contract Pre- award Meetings

[Meetings](#) with prospective [suppliers](#) before final [award determination](#) to aid [ranking](#) and/or finalize terms of [agreement](#) between [parties](#). [D00335]

[\[PN\]](#)

✓ The [technical requirements](#) in the [contract](#) relating to the [quality](#) of the [product](#) or service

Contract Quality Requirements

and those [contract clauses](#) prescribing [inspection](#), and other [quality controls](#) incumbent on the [contractor](#), to assure that the [product](#) or service conforms to the [contractual requirements](#). [D00336]

[\[FA
46.\]](#)
[\[QM](#)

In addition to specified [performance requirements](#), [contract requirements](#) include those defined

Contract Requirements

in the [statement of work](#); [specifications](#), [standards](#) and related [documents](#); the [contract data](#) requirements list; [management systems](#); and contract terms and [conditions](#).

[D02293]

[IDS](#)

The potential and [consideration](#) of [risk](#) in [procurement actions](#). Generally the forces of [supply](#) and demand determine who

Contract Risk

should have the maximum risk of contract performance but the objective is to place on the supplier ^[PN] the maximum performance risk while maintaining an incentive for efficient performance. In a fixed price contract, the supplier accepts a higher risk than in a cost type contract in which supplier's risk is lowest. [D00337]

Contract Risk Analysis

Analysis of the consequences and probabilities that certain undesirable events will occur and their impact on attaining the contract/procurement objectives. [D00338] [\[PN\]](#)

Contract Signing

The formal meeting, sometimes conducted with ceremony, at which the duly authorized members of each party put their signatures to the [\[PE\]](#)

[contract document.](#)

[D02549]

Contract Strategy

A macro [view](#) of the [philosophy](#) and [approach](#) for carrying out the [work](#) of the [contract](#). See also [Procurement Strategy](#). [D02550]

[\[PE](#)

The negotiated [costs](#) for the original definitized [contract](#) and all [contractual changes](#) that have

**Contract
Target Cost
("CTC")**

been definitized, but excluding the estimated cost of any authorized, unpriced changes. The CTC equals the value of the BAC plus management or contingency reserve.

[D00339]

[W]

**Contract
Target Price
("CTP")**

The negotiated estimated costs plus profit or fee. [D00340]

[W]

Categories of

contracts that are differentiated according to:

1. The degree and timing of the responsibility assumed by the contractor for the costs of performance; and
2. The amount and nature of the profit incentive offered to the contractor for achieving or

**Contract
Type**

[GA]

exceeding
specified
[standards](#) or
[goals](#)s.

[D03479]

Contract Types

The various forms of
[contracts](#) by which
[goods](#)/[services](#) can
be acquired. See
"[Cost plus fixed fee](#)",
"[Cost plus incentive](#)
fee", "Cost plus
percentage of [cost](#)",
"Firm [fixed price](#)",
"[Fixed price](#) plus
[incentive](#) fee", and

[\[PN\]](#)

"Unit price contracts". [D00341]

**Contract
Work
Breakdown
Structure
("CWBS")**

A customer-prepared breakout or subdivision of a project typically down to level three which subdivides the project into all its major hardware, software, and service elements, integrates the customer and contractor effort, provides a framework for the

planning, control, and reporting. [D00342]

**Contract
Work
Breakdown
Structure
("CWBS")**

✓ A WBS applied within a contract.
[D00343]

[PN]

Contract /

✓ The function through which resources are acquired for the project in order to produce the end requirements.

Procurement Management

Contract/procurement ^[FV] includes both internal (informal) commitments and external (formal) contracts for people, services, materials and equipment. [D00344]

The function through which resources (including people, plant, equipment and materials) are acquired for the project (usually through some form of

Contract / Procurement Management

[formal contract](#)) in order to produce the end [product](#). It includes the [processes](#) of establishing [strategy](#), instituting [information systems](#), identifying [sources](#), [selection](#), [conducting proposal](#) or [tender invitation](#) and [award](#), and administering the resulting [contract](#).

[D00348]

[\[PN\]](#)

✓ The business of entering into and/or

[\[PD\]](#)

Contracting

undertaking

[contract](#)s. [D02552]

Contracting

[Purchasing](#), renting, [leasing](#), or otherwise obtaining [supplies](#) or [services](#) from [vendors](#)s. [Contracting](#) includes description (but not [determination](#)) of [supplies](#) and [services](#) required, [selection](#) and [solicitation](#) of [sources](#), preparation and [award](#) of [contracts](#), and all

[GA](#)

phases of contract administration. It does not include making grants or cooperative agreements. [D03480]

Contractor

A person or organization that undertakes responsibility for the performance of a contract. [D00345]

[PN]

Contractor

Certificate to release and hold harmless

Claims Release

from future [claims](#) by [\[PN\]](#)
the [contractor](#). [D00346]

Contractor Evaluation

The collection of
background,
[experience](#), past
[performance](#) and
current capabilities
of potential [\[PE\]](#)
[contractors](#) for
[purpose](#) of soliciting
bids from qualified
[contractor](#)s. [D02553]

[Contractor](#) equipment

**Contractor
Furnished
Equipment**

that is committed to be used to satisfy a [contract](#). [D04051]

[\[CS\]](#)

**Contractor
Project
Office**

The [contractor's project manager](#) and associated immediate [staff](#). [D04052]

[\[CS\]](#)

A [process](#) whereby a short list of [contractors](#) is assembled and [designated](#) for receipt of an [invitation to bid](#). This

Contractor Short Listing

[process](#) has the effect of avoiding unnecessary [tendering work](#) by [contractors](#) who do not qualify for some reason, as well as reducing the amount of [work](#) in evaluating the competing submissions. [D02554]

[\[PE\]](#)

Contractor's Performance Evaluation

A comprehensive [review](#) of [contractor's technical](#) and [cost performance](#) and [work delivery](#)

[\[PN\]](#)

[schedules](#). [D00347]

Contractual

See [Contractual Conditions](#). [D02556]

Contractual Conditions

[Conditions](#) that bind [parties](#) to a [performance](#) in exchange for [payment](#) (lawful [consideration](#).) [D02555]

[\[PC\]](#)

Contractual / Legal

The [legal conditions](#) surrounding a [contractual](#)

[\[PC\]](#)

Requirements	arrangement. [D02557]	
Contributed Value	See Added Value . [D02560]	
Contribution Analysis	An analysis to show how much an effort , system , material or component is contributing to project objectives and its consequent success. It is part icularly useful in simplifying a project management	ICC

organization or system. See also Systems Analysis and Value Management.

[D03052]

Control

A process for assuring that reality or actual performance meets expectations or plans. Control often involves the process of keeping actions within limits by making adjustments

[OI
271]

to a [plan](#) to assure that [certain outcomes](#) will happen. [D00349]

Control

An end result of [interactive processes](#) involving clarity of expectation and [achievement](#) thereof. Control is not a tool per se. It is a result of excellence in applying the other [concepts](#) in the tough-minded [leadership system](#). [D00350]

[ITN](#)

Control

Planning, monitoring accomplishment, and exercising any necessary corrective action to yield the required outcome.
[D00351]

[RM]

Control

The exercise of a restraining or directing influence on a problem, or the ability to prevent or immediately respond to it in order to avoid wasted effort. [D00352]

[RM]

Control

The exercise of corrective action as necessary to yield a required outcome consequent upon monitoring performance. [D00353]

[PN]

Control

The process of comparing actual performance with planned performance, analyzing variances, evaluating possible alternatives, and taking appropriate

[PN]

corrective action as needed. [D00354]

Control

✓ The process of comparing actual performance with planned performance, analyzing the differences, and taking the appropriate corrective action. [D00355]

[W]
[PM]

Control

See also Project Control and Control Cycle. [D00363]

Control

The practice of monitoring progress against a plan so that corrective steps can be taken when a deviation from a plan occurs. [D03714]

[PP
p33]

Control is the process of developing targets and plans; measuring actual performance and comparing it against planned

Control and Coordination

performance and taking the steps to correct the situation. Coordination is the act of ensuring that work is being carried out in different organizations and places to fit together effectively in time, content and cost in order to achieve the project objectives effectively. [D00356]

[W]

Control charts are a graphical display of

Control Chart

the [results](#), over [time](#), of a [process](#). They are used to determine if the [process](#) is "in [control](#)" or in need of [adjustment](#). [D00357]

[PN]

Control Chart

✓ The [display](#) of the [results](#) of a [process](#) over [time](#),. They are used to determine if the [process](#) is in need of [adjustment](#). [D00358]

[RN]

A cycle that usually includes: [planning](#),

measuring,
monitoring and taking
corrective action,
that is:

- Effective planning determines how the project is to be approached
- Monitoring and reporting then relates actual performance against these plans
- Action may be needed to

Control Cycle

ICR

ensure
performance is
maintained

- Re-planning
may be
necessary to
ensure the
project is
accomplished
successfully

All these together
constitute control.

[D03431]

✓ A major project
milestone at which
the project sponsor

Control Gate

has the [opportunity](#) at the end of one [phase](#) of exercising a [go/no-go decision](#) on the continuation of the [project](#). into the succeeding [phase](#). See also [Executive Control Point](#). [D00360]

[PN]

Control Gate

See [Management Control Point](#). [D02267]

A [management event](#) in the [project](#) cycle that is of sufficient

Control Gate

importance to be identified, defined, and included in the [project schedule](#). A [control](#) gate requires [formal examination](#) to [evaluate project status](#) and readiness to proceed to the next [control](#) gate.

[Approval](#) usually includes [baselining](#) the [work reviewed](#).

[D04053]

[\[CS](#)

Control Point

See [Work Packages/Control](#)

	Point [D02159]	
Control Requirements	The specified conditions under which control is to be exercised. [D02561]	[PD]

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Control System — to — Cost Budgeting

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Source
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Control System

✓ A mechanism which reacts to the current project status in order to ensure accomplishment of project objectives.

[D00361]

[\[PMK87\]](#)

Control System

A set of specified procedures for controlling (e.g. project time, resources, quality.) [D00362]

[\[NPMT\]](#)

Control Theory

The [view](#) that [motivation](#) by [goal](#) setting can be further extended by [understanding](#) and predicting how humans [process](#) [information](#) and make [decisions](#) about how much [effort](#) to put forth. [Based](#) on metacognitive [theory](#) of [motivation](#), it is

[\[PMH
p317\]](#)

hard to understand and predict. See also [Expectancy Theory](#), [Equity Theory](#), [Goal Setting Theory](#), and [Reinforcement Theory](#). [D02640]

Those [risks](#) to the [project](#) which, if occurring, can be mitigated by the [project Team](#) at

Controllable Risks

the [direction](#) of the [project manager](#), by adopting a [work-around](#) or by drawing upon the [project's Contingency Allowance](#).

[D00366]

[\[PMGdL\]](#)

Controlling

See [Project Control](#) [D00364]

The [early dates](#)

Controlling Relationship

of an [activity](#) is [controlled](#) either by a [target date](#) on the [activity](#) or, more normally, by one of the [predecessor relationships](#). In the latter case, the [relationship](#) is called the [controlling relationship](#).

[D00367]

[\[WST\]](#)

An [organizational](#)

Coordinated Matrix

structure where the project leader reports to the functional manager and doesn't have authority over team members from other departments.

[D00368]

[WST]

The bringing together, or integration, of separate work elements,

Coordination

typically of a [project](#), to form a harmonious and [workable](#) whole. See also [Coordinator](#).

[D02562]

[\[PD-U\]](#)

A person who facilitates harmonious [activity](#) within a group responsible for a common [objective](#). Such a person does not

Coordinator

have the same [authority](#) as a [project manager](#), but nonetheless may still be responsible for the [results](#).

[\[PD-U\]](#)

Persuasive [power](#) is usually exercised through tenure, or recognition of [expertise](#) or [experience](#).

[D03671]

A group of [individuals](#)

Corporate

empowered to transact business as one body.

[D02563]

[\[PD-U\]](#)

Corporate Administration and Finance

The [department](#) responsible for [administrative](#) and [financial](#) affairs in a [corporation](#).

[D02564]

[\[PD-U\]](#)

Corporate Budget.

The annual (fiscal) [budget](#) of a [corporation](#).

[D02565]

[\[PD-U\]](#)

Corporate Business Life Cycle

A life cycle which encompasses phases of policy-planning and identification-of-needs which occur before a project is launched, as well as product-in-service and disposal after the project life cycle is completed.

[D00369]

[FWH]

Corporate Constraints

[Limitations](#) to the activities of a [corporation](#).

These may be as a result of the [corporation's charter](#), its [philosophy](#) or [mission](#), or due to [market conditions](#).

[D02566]

[\[PD-U\]](#)

Corporate Data Bank

See [Corporate Memory](#). [D02567]

[\[PD-U\]](#)

Management in the private sector intended to survive profitably and indefinitely based on providing a product or service. It recognizes that its products will not live forever but will be superseded by other products having the advantage of

Corporate Management

superior [quality](#),
[cost](#), [time](#)liness
or acceptability.
This recognition
requires
[corporate](#)
[management](#) to
set aside funds
for [technological](#)
[development](#) to
maintain [market](#)
advantage. The
overall [corporate](#)
[activity](#) must
maintain a
satisfactory
[return on](#)
[investment](#) for its

[CCCP]

share holders.

[D00370]

A term used to describe an [organization's historic records](#) and [experience](#), essential for reliable [estimating](#) and [forecasting](#).

Editor's Note: In many

*[organizations](#)
['Corporate](#)*

Memory' resides only in the

Corporate Memory

[PD-U]

collective
experience and
minds of its
staff. When staff
leave, so does
this experience.
Every effort
should be made
to capture past
experience in a
form usable by
others to avoid
the loss of this
type of asset.

[D02380]

Corporate Philosophy

The underlying assumptions that result in a corporation behaving in a particular way.

Editor's Note: A corporations explicit (i.e. stated)

philosophy may not be the same as its implicit philosophy (i.e. the way it actually behaves.) [D02568]

[PD-U]

Planning by top-level
management to
establish:

1. What exactly are its overall objectives?
2. What is the long range planning required in every part of the organization

[CCCP]

**Corporate
Planning**

to achieve
those
objectives?

Generally a
highly
systematized
approach to the
forecasting of
need for, and
selection of,
future projects.
[D03053]

The overall
direction set by
the corporation

Corporate Project Strategy

of which the [project](#) is a [part](#), and the [relationship](#) of [specific procurement actions](#) to these [corporate directions](#). [D00371]

[\[PMK87\]](#)

Corporate Quality Standards

The overall [quality standards](#) espoused at the [corporate](#) level. [D02569]

[\[PD-U\]](#)

The [resources](#)

Corporate Resources

available to the [corporation](#), usually from internal [sources](#).
[D02570]

[PD-U]

Corporate Responsibility Matrix

A [responsibility matrix](#) depicted at the [corporate](#) level and from the [corporate](#) perspective.
[D02571]

[PD-U]

Corporate

The overall [standards](#)

[PD-U]

Standards

espoused at the
[corporate](#) level.

[D02572]

**Corporate
Supervision**

[Supervision](#)
exercised from
the [corporate](#)
level. [D02573]

[\[PD-U\]](#)

Corporation

✓ A group of
[individuals](#)
[legally](#)
empowered to
transact business
as one body.

[D02574]

[\[PD-U\]](#)

Corporation

A [company](#) or business formed by law in which shares of stock are [offer](#)ed as an [incentive](#) for [investment](#). [\[PMDT\]](#)
[D02575]

Correction

✓ The elimination of a [defect](#). [\[FAR 46.701\]](#) [\[QMPP\]](#)
[D00372]

[Action](#) for the [purpose](#) of adjusting for

Corrective Action

deviations from a project plan. In Quality Management, Corrective Actions are those measures taken to rectify conditions adverse to specified quality, and where necessary, to preclude repetition. [D00373]

[NPMT]
[PMK87]

In Cost

Corrective Action

Management, the development of changes in plan and approach to improve the performance of the project [D00374]

[RMW]

Corrective Action

✓ Changes made to bring expected future performance of the project into line with the plan. [D00375]

[PMK96]

Corrective Action

Reactive [actions](#) taken to:

1. return the [project](#) to [plan](#) and
2. ensure that [\[CSM\]](#) identified [variances](#) will never recur.

[D04054]

Correlation

The [relationship](#) between two or more [variables](#).

[\[PMDT\]](#)

[D02576]

Cost

Cost can be divided into internal and external expenses.

External costs can be controlled by contracts and budgets for each phase of a project and for each deliverable or work product. Internal cost is the cost of project

[WST]

[resources](#). [D00377]

Cost

See [Project Cost](#).
[D00378]

Cost

✓ The [cash value](#)
of [project](#)
[activity](#). [D00379]

[\[PMK87\]](#)

The intersection
of the [program's](#)
[work breakdown](#)
[structure](#) ([WBS](#))
and
[organizational](#)

Cost Account

breakdown
structure (OBS).

In effect, each

cost account

defines what

work is to be

performed and

who will

perform it. Cost

accounts are the

focal point for

the integration of

scope, cost, and

schedule. Also

called Control

Account. [D00380]

[WST]

Cost Account

✓ An accounting system identifier used by project participants to charge time and other allowable charges to a project. In Performance Measurement Systems, the Cost Account usually comprises work packages and is the lowest summation level in the Work Breakdown

[CSM]

Structure. [D04055]

Cost Account Breakdown

The segregation of the entries in a cost account into logical subgroups. [D02577] [PD-U]

Cost Account Manager ("CAM")

A member of a functional organization responsible for cost account performance, and [WST] for the management of

resources to
accomplish such
tasks. [D00381]

**Cost Account
Plan ("CAP")**

The management
control unit in
which earned
value
performance
measurement
takes place.
[D00382]

[WST]

The various
ways in which
the entries in a

Cost Accumulation Methods

set of [cost accounts](#) may be aggregated to provide different perspectives on the [information](#).
[D02578]

[\[PD-U\]](#)

Cost Analysis

The [analysis](#) of the [cost elements](#) of a [proposal](#) or on-going [work](#). It includes [verification](#) of [cost data](#), [evaluation](#) of all [elements](#) of

[\[CSM\]](#)

costs, and
projection of
these data to
determine the
effect on price.

[D04056]

Cost Applications

The processes of
applying cost
data to other
techniques that
have not been
described in the
other processes.

[D00383]

[PMK87]

An action taken

**Cost
Avoidance**

in the present
designed to
decrease costs in
the future. [D02294]

[RMW]

Cost Benefit

The comparison
of the cost versus
the benefit
expected (of a
project) usually
for purposes of
evaluating
alternative forms
of investment.
[D02579]

[PD-U]

Cost Benefit Analysis

The [analysis](#) of the potential [costs](#) and [benefits](#) of a [project](#) which allows [comparison](#) of the returns from alternative forms of [investment](#).

[D03818]

[\[PNG\]](#)

Cost Breakdown Structure

A hierarchical [structure](#) that rolls [budgeted resources](#) into [elements](#) of [costs](#), typically

[\[WST\]](#)

("CBS")

labor, materials
and other direct
costs. [D00384]

Cost Breakdown Structure

✓ A system for
dividing a
project into

1. Hardware
elements
and
subelements
2. Functions
and
subfunctions
3. Cost
categories

[DSMC]

to provide for more effective management of the project.

[D02296]

Cost Budgeting

✓ The allocation of cost estimates to individual project components.

[D00385]

[WST]

The process of establishing budgets, standards and a

Cost Budgeting

monitoring
system by which
the investment
costs of the
project can be
measured and
managed. that is,
the establishment
of the control
estimate. It is
vital to be aware
of the problems
"before the fact"
so that timely
corrective action
can be taken.

[D00386]

[PMK87]

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Cost Ceiling — to — Cost Plus Fixed Fee Contract

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Term	Definition (links in blue;  signifies	Source
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Cost Ceiling

The sum of the Project Cost Target plus the project's Contingencies cost allowances.
[D03779]

[SU]**Cost Ceiling**

A projected Cost Ceiling within a considered range, applicable to those projects where there is

[SU]

Bracket

particular risks
involved or the
scope definition
is incomplete.
[D03780]

The smallest unit
of activity or
area of
responsibility
against which
costs are
accumulated;
defined sections
in the corporate
system,

Cost Center

representing
units of
responsibility as
well as
accounting units.

[PD-U]

*Editor's Note:
While popular
as a means of
exercising
corporate
control,
competition
between cost
centers can
work to the
disadvantage of
the organization
as a whole.*

[D02580]

Cost Check

A periodic estimate to give an up-to-date analysis of cost compared to progress on a design or construction work item.

[D00387]

[CCCP]

Subdivision of the total scope of work in a project forming the

Cost Classes

[project breakdown structure](#) and to which [costs](#) are assigned. [D00388]

[\[CCCP\]](#)

Cost Codes

[Codes](#) allocated to activities which allow [costs](#) to be [consolidated](#) according to the [elements](#) of the [coding structure](#). [D03819]

[\[PNG\]](#)

Cost Control

System for planning and following up disbursements in relation to budget. [D00389]

[NPMT]

The processes of gathering, accumulating, analyzing, reporting and managing the costs on an on-going basis. Includes project procedures,

Cost Control

project cost
changes,
monitoring
actual versus
budget, variance
analysis,
integrated
cost/schedule
reporting,
progress
analysis and
corrective
action. [D00390]

[PMK87]

✓ The discipline
of reconciling
planned and

Cost Control

actual money figures to physical parts of the project. Cost control also involves careful treatment of changes (including claims), trend forecasting and authorization for payment. Cash flow forecasting is also a cost control function. [PNG]

[D03820]

Cost Control Point

The point within a program at which costs are entered and controlled.

Frequently, the cost control point for a program is either the cost account or the work package. [D00391]

[WST]

Any system of keeping costs within the

Cost Control System

bounds of [budgets](#) or [standards based](#) upon [work actually](#) performed. [Cost Control](#) is typically a level in the [budget element breakdown structure](#). [D00392]

[\[WST\]](#)

Cost Curve

A [graph](#) plotted against a horizontal [time](#) scale and

[\[PNG\]](#)

cumulative [cost](#)
vertical scale.
[D03821]

Cost Distribution

Usually refers to the distribution of [overhead](#) ([indirect](#)) [costs](#) on some [logical](#) basis, e.g. the [time](#) or [cost](#) of all associated [direct cost](#) activities. [D02581]

[\[PD-U\]](#)

Better [value](#) for

**Cost
Effective**

money, or the
best performance
for the least cost.
[D00393]

[PMK87]

Cost Element

A unit of costs to
perform a task or
to acquire an
item. The cost
estimated may be
a single value or
a range of
values. [D00394]

[WST]

Cost

Technique for
planning and

[NPMT]

Engineering

[controlling costs.](#)

[D00395]

**Cost
Envelope**

The area
bounded by a
[cost curve based](#)
on [early start](#)
[dates](#) of
activities and a
[cost curve based](#)
on [late start](#)
[dates](#) of
activities. [D03822]

[\[PNG\]](#)

✓ The [process](#) of
assembling and

Cost Estimating

predicting the [costs](#) of a [project](#). It includes [economic evaluation](#), [project investment cost](#) and the prediction of future [trends](#) and [costs](#). [D00396]

[\[PMK87\]](#)

Cost Estimating

The [process](#) of predicting the [costs](#) of a [project](#). [D00397]

[\[WST\]](#)

Cost Estimating Relationship

A [technique](#) used to [estimate](#) a [particular cost](#) or [price](#) by using an established [relationship](#) with [\[GAT\]](#) an [independent](#) variable. See also [Parametric Estimating](#).
[D03481]

Cost Forecast

An [estimate](#) of an expected future [\[PD-U\]](#)

expenditure.

[D02582]

The activity of predicting future trends and costs within the project duration.

These activities are normally marketing oriented.

However, such items as sales volume, price and operating cost can affect the project

**Cost
Forecasting**

[PMK87]

profitability
analysis. Items
that affect the
cost management
functions are:
predicted
time/cost,
salvage value,
etc. [D00398]

Cost Growth

The net change
of an estimated
or actual amount
over a base
figure previously
established.
[D02297]

[DSMC]

Cost Incurred

Costs identified through the use of the accrued method of accounting or costs actually paid. Costs include direct labor, direct materials, and all allowable indirect costs.

[D00399]

[WST]

Cost Index

An [offer](#) or listing of all [cost](#) or [pricing data](#) and [information](#) accompanying or identified in a [proposal](#) for [purposes](#) of establishing a [cost](#) reference [baseline](#) for subsequent [adjustments](#).

[D03483]

[\[PD-U\]](#)

Tables of unit [costs](#) [compiled](#)

Cost Indices

on a regular basis that indicate cost trends, especially for estimating purposes. [D02583]

[PD-U]

Cost Input

The cost, except general and administrative (G&A;) expenses, which for contract costing purposes is allocable to the production of

[GAT]

goods and services during a cost accounting period. [D03482]

**Cost
Management**

The function required to maintain effective financial control of the project throughout its life-cycle. [D00400]

[FWH]

The function required to

Cost Management

maintain
effective
financial control
of the project
through the
processes of
evaluating,
estimating,
budgeting,
monitoring,
analyzing,
forecasting, and
reporting the
cost information.

[D00401]

[PMK87]

✓ The effective

Cost Management

financial control
of the project
through
evaluating,
estimating,
budgeting,
monitoring,
analyzing,
forecasting and
reporting the
cost information.

[WST]

[D00402]

Subdivides the
total construction
cost into costs
for functional
facility elements

Cost Model

and [systems](#), for example:

[Building](#)

Exterior

Envelope. This

[leads](#) to fewer

sub-divisions

than the UCI

trade

subdivisions,

since several

trades make up

the typical

enclosure.

Useful in [value](#)

[management](#)

since it enables

[complete](#)

[\[CCCP\]](#)

systems of various types to be compared in linear, square or cubic units of measure. [D00403]

Cost Model

✓ A tabulated presentation of logical element cost estimates summed to a total estimate for the whole. [D02298]

[RMW]

A form of

Cost of Money

indirect cost
incurred by
investing capital
in facilities
employed on
government
contracts. [D00404]

[WST]

Cost of Quality

The cost of
quality planning,
control,
assurance and
rework. [D00405]

[WST]

The costs
incurred to

Cost of Quality

ensure [quality](#).

The [cost](#) of [quality](#) includes [quality planning](#), [quality control](#), [quality assurance](#), and [rework](#). [D00406]

[\[PMK96\]](#)

The total [price](#) of all [efforts](#) to achieve [product](#) or service [quality](#). This includes all [work](#) to [build](#) a [product](#) or

Cost of Quality

service that conforms to the requirements as well as all work that results from non-conformance to the requirements.

The cost of quality is divided into internal-those costs associated with building the product or service-and external-the costs associated

[PMK87]

[QMPP]

with the product or service after it leaves the originating activity or company. [D00407]

✓ Those costs associated with:

1. quality management activities (prevention and appraisal); and

Cost of Quality

2. correcting deviationss.

[02 10-2]

[QMPP]

It does not include the normal costs of performing the work.

Editor's Note:

But it may include the cost of catch-up following rework. [D00408]

The amount by which a

Cost Overrun

contractor
exceeds or
expects to
exceed the
estimated costs,
and/or the final
limitations (the
ceiling) of a
contract. [D00409]

[WST]

Cost Overrun

✓ The amount by
which actual
costs exceed the
baseline or
approved costs.
[D02299]

[RMW]

**Cost
Performance
Index ("CPI")**

✓ Ratio of work accomplished versus work cost incurred for a specified time period. The CPI is an efficiency rating for work accomplished for resources expended. [D00410] [WST]

The ratio of budgeted costs to actual costs (BCWP/ACWP). CPI is often used

**Cost
Performance
Index ("CPI")**

to predict the magnitude of a possible [cost overrun](#) by dividing it into the original [cost estimate](#) (original cost [estimate/CPI](#) = [projected cost at completion](#)). See also [earned value](#). [D00411]

[\[PMK96\]](#)

The ratio of [BCWP](#) to [ACWP](#). A

**Cost
Performance
Indicator
("CPI")**

positive value
(i.e. greater than
1) indicates that
costs are running
under budget. A [PMST]
negative
value(i.e. less
than 1) indicates
that costs are
running over
budget i.e. CPI =
BCWP / ACWP
[D02245]

The formulation
of budget costs,
measurable

**Cost
Performance
Measurement
Baseline**

goals,
(particularly
time and
quantities). for
the purposes of
comparisons,
analysis and
forecasting
future costs.
[D00412]

[PMK87]

**Cost
Performance
Ratio
("CPR")**

See Cost
Performance
Indicator. [D02246]

**Cost
Performance
Report
("CPR")**

A monthly [cost report](#) generated by the [performing contractor](#) to reflect [cost](#) and [schedule status information](#) for [management](#).

[D00413]

[\[WST\]](#)

Sub divides the total [project budget](#) into meaningful [cost classes](#) each with its own related [outline](#)

Cost Plan

specification or [CCCP]
scope. It
provides the first
principal frame
of reference
required for a
valid cost
control system.
[D00414]

A form of
contract for
construction
work in which
the construction
contractor is
reimbursed for
the costs it

Cost Plus

incurs in performing the work plus a lump sum or percentage fee; hence, cost-plus. This type of contract is favored where the scope of the work is indeterminate or highly uncertain and the kinds of labor, material and equipment needed are also uncertain. Under

[CCCP]

this arrangement
[complete](#)
[records](#) of all
[time](#) and
[materials](#) spent
by the [contractor](#)
on the work must
be maintained.
[D00433]

Cost Plus

See [Cost](#) Plus
[Fixed Fee](#) and
[Cost Plus](#)
[Incentive Fee](#)
[Contracts](#). [D02584]

A form of

**Cost Plus
Fixed Fee
Contract
("CPFF")**

contractual
arrangement in
which the
customer agrees
to reimburse the
contractor's
actual costs,
regardless of
amount, and in
addition pay a
negotiated fee
independent of
the amount of the
actual costs.

[D00415]

[SPM 304-
9]

Provides

**Cost Plus
Fixed Fee
Contract
("CPFF")**

reimbursement
of allowable
cost plus a fixed
fee which is paid
proportionately
as the contract
progresses.

[D00416]

[PMK87]

**Cost Plus
Fixed Fee
Contract
("CPFF")**

✓ A type of
contract where
the buyer
reimburses the
seller for the
seller's
allowable costs
plus a fixed fee.

[D00417]

[WST]

Cost Plus

A cost-reimbursement contract that provides for payment to the contractor of a negotiated fee that is fixed at the inception of the contract. The fixed fee does not vary with actual cost, but may be adjusted as a result of changes in the work to be

Fixed Fee Contract

performed under the contract. This [contract type](#) permits [contracting](#) for [efforts](#) that might otherwise present too great a [risk](#) to [contractors](#), but it provides the contractor only a minimum [incentive](#) to [control costs](#).

[D03486]

[\[GAT\]](#)

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Cost Plus Incentive Fee Contract — to — Criteria

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Term	Definition (links in blue; ✓ signifies Editor's Choice)
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**Cost Plus
Incentive Fee
Contract
("CPIF")**

A form of [contractual](#) arrangement similar to [CPFF](#) except that the fee is not preset or fixed but rather depends on some specified result, such as [timely delivery](#). [D00418]

**Cost Plus
Incentive Fee**

Provides the [supplier](#) for [cost](#) of delivered [performance](#), plus

Contract ("CPIF")

a predetermined fee as a [bonus](#) for superior [performance](#).

[D00419]

Cost Plus Incentive Fee Contract ("CPIFC")

✓ A type of [Contract](#) where the [buyer](#) reimburses the [seller](#) for the [seller's allowable costs](#) and the seller earns a [profit](#) if defined [criteria](#) are met. [D00420]

A [cost-](#)

Cost Plus Incentive Fee Contract

reimbursement
contract that provides for the initially negotiated fee to be adjusted later by a formula based on the relationship of total allowable costs to total target costs. This contract type specifies a target cost, a target fee, minimum and maximum fees, and a fee adjustment formula. After contract

performance, the fee payable to the contractor is determined in accordance with the formula. [D03489]

**Cost Plus
Percentage of
Cost Contract
("CPPC")**

Provides reimbursement of allowable cost of services performed plus an agreed upon percentage of the estimated cost as profit. [D00421]

Cost Reimbursable Contract

A contract that provides for payment of allowable incurred costs, to the extent prescribed in the contract. These contracts establish an estimate of total cost for the purpose of obligating funds and establishing a ceiling that the contractor may not exceed (except at its own risk) without the

approval of the
Contracting
Officer. [D03490]

**Cost
Reimbursement**

Payment of direct
costs and directly
associated
overhead costs, but [D
without any
allowance for
profit. [D02585]

A category of
contracts based on
payments to a
contractor for

Cost Reimbursement Type Contracts

allowable
estimated costs,
normally requiring
only a "best
efforts"
performance
standard from the
contractor. Risk
for all growth over
the estimated value
rests with the
project owner.

[D00422]

Planned,
systematic and
rigorous

Cost Reviews

reassessments of the [estimated cost at completion](#) of the [scope of work](#) in a [cost](#) class.

Every [design review](#) should be accompanied by a reforecast of [cost](#). See also [Estimate to Complete](#). [D00423]

Cost Savings

An [action](#) that will result in a smaller than [projected](#) level of [costs](#) to achieve a specified

objective. [D02300]

**Cost Schedule
Status Report
("C/SSR")**

The low-end cost
and schedule
report generally
imposed on
smaller value
contracts, not
warranting full
C/SCSC. [D00424]

A contract that
provides payment
for only a share of
allowable costs.

Cost Sharing Contract

Cost sharing contracts are often awarded to motivate development of new technologies.
[D04058]

Cost Status

See content under Scope Reporting.
[D00425]

Cost to Complete

The projected cost to complete the project from its present state.
[D04057]

Four different cost types are typically associated with the scope of work in a cost class. They reflect whether a cost is authorized, contractually committed, spent or forecast for spending. These types are:

1. Authorized Appropriation
2. Committed Cost

Cost Types

3. Expenditure
(or Actual)
4. Estimate To Complete, or
Forecast to Complete, or
Uncommitted.

Types 1 and 4 contain contingencies. The sum of type 2 and type 4 is the estimated cost at completion. Before any commitments are made within a cost class, the type

4 cost contains a component called the anticipated award cost, which in turn may contain an allowance for escalation. Type 3 costs are further sub-divided into payments and retentions (holdbacks). [D00426]

Cost Variance

✓ The difference between the budgeted and

[

actual cost of work performed. [D00427]

Cost Variance ("CV")

1. Any difference between the estimated cost of an activity and the actual cost of that activity.
2. In earned value, BCWP less ACWP.

[D00428]

Cost Variance ("CV")

The difference between BCWP and ACWP and shows how actual expenditure compares with the budget. This can be shown as a numeric difference, where positive values indicate costs running under budget and negative values indicate cost overruns. Can also be expressed by a percentage value

such as : $CV(\%) = \frac{(BCWP - ACWP)}{BCWP} \times 100$

[D02248]

Cost-Benefit Analysis

An analysis, often stated as a ratio, used to evaluate a proposed course of action. [D00431]

Cost-

A systematic quantitative method for comparing the

Effectiveness

costs of alternative means of achieving the same stream of benefits or a given objective. [D03485]

Cost/Benefit

A criterion for comparing programs, projects and alternatives when benefits can be valued in dollars. [D02295]

A planning and control reporting

**Cost/Schedule
Control System
Criteria
("C/SCSC")**

system devised by the Department of Defense for its contractors to use, intended to foster greater uniformity as well as provide early insight into impending schedule or budget overruns. [D00429]

Thirty-five defined standards which have been applied against private contractor

Cost/Schedule Control System Criteria ("C/SCSC")

[management](#)
[control systems](#)
since 1967 in
order to insure the
[government](#) that
[cost](#) reimbursable
and [incentive](#) type
[contracts](#) are
managed properly.
[D00430]

Costed Work Breakdown Structure

A [work breakdown](#)
[structure](#) in which
the [costs](#)
corresponding to
major [elements](#) of
the [WBS](#) are also
shown. [D00432]

Costing

The process of determining actual costs from actual expenditures. The way costs are estimated and the way money is spent are rarely the same, making it necessary to analyze and redistribute actual costs to arrive at costs for estimating purposes. [D02586]

Costing Systems

Systems

established to determine current costs and their trends up or down so that appropriate management action can be taken.

Usually requires the setting of reference standards, often the first point of controversy. [D03054]

Counseling

The process of advising or assisting an individual concerning career plans, work requirements, or the quality of work performed. [D00434]

Countermeasures

Preventive actions that are chosen by the project team to reduce either scope or schedule risk. [D02191]

CPFF

See [Cost Plus
Fixed Fee Contract](#)

CPI

See [Cost
Performance Index](#)

CPI

See [Cost
Performance
Indicator](#)

CPIF

See [Cost Plus
Incentive Fee
Contract](#)

CPIFC

See [Cost Plus Incentive Fee Contract](#)

CPM

See [Critical Path Method](#)

CPN

See [Critical Path Network](#)

CPPC

See [Cost Plus Percentage of Cost Contract](#)

CPR

See [Cost Performance Ratio](#)

CPR

See [Cost Performance Report](#)

CPU

See [Central Processing Unit](#)

Craft

The [manual](#) dexterity that is required for [certain](#) types of [skilled work](#) [D02587]

Crash Costs

The cost of reducing an Activity to its Crash Duration.

[D03823]

Crash Duration

If there is an urgent need to shorten the Critical Path of a Network, activities may be 'Crashed'. This represents drastic action to reduce the duration of a critical activity ands

should only taken in exceptional circumstances due to a dramatic increase in resource consumption.
[D03824]

Crashing

In project planning, an activity can be conducted at a normal pace or at an accelerated pace, known as crashing the activity of the project. Crashing

is completed at a greater cost than a normal-paced project. [D00435]

Crashing

Taking action to decrease the total project duration by analyzing a number of alternatives to determine how to get the maximum duration compression for the least cost. [D00436]

Crashing

✓ Action to decrease the duration of an activity or project by increasing the expenditure of resources. [D00437]

Crashing

The process of reducing the time it takes to complete an activity by adding resources. [D00438]

The ability to bring new perspectives,

Creativity

new ideas and new solutions to a situation. This [capability](#) is frequently enhanced by [group work](#) such as [brain storming](#). [D02588]

Credit

Deferred [payment](#) for [goods](#) and/or [services](#) [purchased](#). Also, recognition of above average [performance](#). [D02589]

Crisis

An adverse situation in which urgent [decisions](#) are required to prevent the situation from deteriorating further. [D02590]

Criteria

A statement that provides [objectives](#), [guidelines](#), [procedures](#), and [standards](#) that are to be used to

execute the
[development](#),
[design](#), and/or
[implementation](#)
portions of a
[project](#). [D00439]

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Criterion — to — Cycle Time

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Criterion	A <u>standard</u> by which a correct <u>judgment</u> may be made. See plural, <u>Criteria</u> . [D02591]	<u>[PD-U]</u>
Critical	An <u>activity</u> or <u>event</u> that, if <u>delayed</u> , will <u>delay</u> some other important <u>event</u> , commonly the <u>completion</u> of a <u>project</u> or a	<u>[OTOB 271-4]</u>

major
milestone in a
project. [D00440]

Critical Activity

An activity or
work item that,
if not
completed by
the indicated
time allowed,
will increase
the total project
duration by the
corresponding
extent of the
delay in
completion of

[CCCP]

that activity or work item. (I.e. activities or work items with zero float). [D00441]

Critical Activity

An activity is termed critical when it has zero or negative float.
[D00443]

[WST]

✓ Any activity on a critical

Critical Activity

path.

Editor's Note:

Any activity

viewed as

requiring

special

attention, i.e.

particularly

effective or

efficient

execution

because of

high risk to

scope, cost or

time, should be

included on the

'critical' list

for the project

[PMK8]

*to be
successful.*

[D00444]

Any activity on
a critical path.
Most commonly
determined by
using the
critical path
method.

*Editor's Note:
Although some
activities are
ēcriticalí in the
dictionary
sense without*

[PMK96

Critical Activity

being on the critical path, this distinction is seldom made in the project environment.

[D00445]

An activity that has zero or negative float. This activity has no allowance for work slippage. It must be finished on time or the whole

Critical Activity

project will fall behind schedule. (Non-critical activities have float or slack time and are not on the critical path. Super-critical activities have negative float.)

[D02247]

[PMST]

A defect that judgment and experience

Critical Defect

indicate is likely to result in hazardous or unsafe conditions for individuals using, maintaining, or depending upon the product; or a defect that judgment and experience indicate is likely to prevent performance of the tactical

[MIL-S]
105]
[QMPP]

function of a major [end item](#) such as an aircraft, [communication system](#), land vehicle, missile, ship, space vehicle, surveillance [system](#), or major [part](#) thereof. [D00446]

A [unit of product](#) that contains one or

Critical Defective

more [critical defects](#) and may also contain major or [minor defects](#). [D00447]

[\[MIL-S-105\]](#)
[\[QMPP\]](#)

A series of [control gates](#) at which the [Buyer reviews](#) and [approves](#) the [seller's Build-to baseline](#) as evidenced by detailed [Build-to](#)

Critical Design Review

[documentation](#) and [approves](#) proceeding with [fabrication](#) and [coding](#). All [hardware](#), [software](#), [handling](#) equipment, [test](#) equipment, and tooling should be [reviewed](#) in the ascending order of [assembly](#) to [system](#). [D00448]

[VPM 2'
4]

Critical Design Review

A series of [control gates](#) to [approve](#) the [build](#)-to and [code](#)-to [documentation](#), associated draft [verification procedures](#), and readiness and [capability](#) of fabricators and [coders](#) to carry out the [implementation](#). [\[CSM\]](#)

All [hardware](#), [software](#), [support](#)

equipment, and tooling should be [reviewed](#) in ascending order of unit to [system](#). More appropriately called [Production Guarantee Review](#). [D04059]

Critical Event

A happening that may serve to [change](#) the course of a [project](#). [D02592]

[\[PD-U\]](#)

Critical Factors

Favorable or adverse [conditions](#) that may exist or be expected that may significantly [impact](#) the course of a [project](#). See also [Critical Success Factors](#). [D02593]

[\[PD-U\]](#)

In a [network](#)

Critical Path

diagram, the longest path from start to finish or the path without any slack, and thus the path corresponding to the shortest time in which the project can be completed.

[D00449]

[SPM 30
9]

In a project network diagram, the path with the

Critical Path

longest [duration](#). The [critical path](#) may [change](#) from [time](#) to [time](#) as activities are [completed](#) ahead of or behind [schedule](#). See [critical path method](#). [D00450]

[PMK96]

The [line](#) of [project](#) activities

Critical Path

having the least [float](#), especially when [float](#) is close to, or below zero.
[D00451]

[\[NPMT\]](#)

Critical Path

The route through the [network](#) that has only [critical](#) activities.
[D00452]

[\[CCCP\]](#)

Critical Path

The series of consecutive activities that represent the longest [path](#) through the [project](#). [D00453]

[\[WST\]](#)

The series of [interdependent](#) activities of a [project](#) connected end-to-end, which determines the shortest total length of the

Critical Path

project. The critical path of a project may change from time to time as activities are completed ahead of or behind schedule. [D00454]

[PMK8]

Critical Path

✓ The series of tasks that must finish on time for the entire project to finish on schedule.

[MSP98]

Each [task](#) on the [critical path](#) is a [critical task](#). [D00455]

Critical Path

The series of activities that define the total [project duration](#) [13 Feb' [D02232]

The [path](#) ([sequence](#)) of activities which represent the longest total [time](#) required to

Critical Path

complete the project. A delay in any activity in the critical path causes a delay in the completion of the project.

There may be more than one critical path depending on durations and work flow logic.

*Editor's Note:
There may also*

[PMST]

be other near critical paths, especially if relative risks are taken into account. [D02249]

A network analysis technique used to predict project duration by analyzing which sequence of activities (which path) has the least

Critical Path Method ("CPM")

amount of scheduling flexibility (the least amount of float). Early dates are calculated by means of a forward pass using a specified start date. Late dates are calculated by means of a backward pass starting from a specified completion date

[PMK96]

(usually the [forward pass](#)'s calculated [project early finish date](#)).

[D00456]

Critical Path Method ("CPM")

A [scheduling technique](#) using [precedence diagrams](#) for [graphic display](#) of the [work plan](#). The [method](#) used to determine the length of a [project](#) and to

[\[PMK8\]](#)

identify the activities that are critical to the completion of the project.

[D00457]

✓ A technique used to predict project duration by analyzing which sequence of activities has the least amount of scheduling flexibility.
Early dates are

Critical Path

Method
("CPM")

figured by a [forward pass](#) using a [specific](#) start date and [late dates](#) are figured by using a [backward pass](#) starting from a [completion date](#). [D00458]

[\[WST\]](#)

Critical Path
Method
("CPM")

A type of [network diagram](#) in which the activities are

[\[SPM 309\]](#)

labeled on the
arrowS. [D00459]

An activity oriented time control technique used for planning complex projects. Used mostly but not necessarily in the implementation phase. It requires

Critical Path Method

breaking down the [project](#) into activities, arranging them into a [logical sequence](#), [estimating](#) the [duration](#) of each and so arrive at that series of activities that determines the minimum possible [duration](#) of the project. These are the [critical](#)

[\[CCCP\]](#)

path activities.
See also Arrow
Diagramming
and Precedence
Diagramming.

[D03055]

Critical Path Network ("CPN")

A plan for the
execution of a
project which
consists of
activities and
their logical
relationships to
one another.

[PMK8]

[D00460]

Critical Ratio

A ratio that [measures](#) an important [characteristic](#).

This ratio is often plotted or tracked in some way to determine [priorities](#) among [items](#) or [events](#). [D00461]

[\[OTOB 271-4\]](#)

Critical

A [sequence](#) of activities having [zero float](#) after

Sequence

resource limits
are taken into
account in
calculating
float. [D03825]

[\[PNG\]](#)

Critical Sequence Analysis

A process of
calculating a
critical
sequence of
activities while
taking into
account
resource limits
that reflect an
activity's
flexibility.
[D03826]

[\[PNG\]](#)

Critical Success Factors ("CSF")

✓ Those measurable factors, listed in order of importance, that when present in the project's environment are most conducive to the achievement of a successful project.

Examples include: Project objectives

[PMGdI]

aligned with [corporate mission](#); [Top management support](#); A [culture of open communication](#), etc. (See also [Key Success Indicators](#) - KSIs) [D00462]

The key [factors](#) which are deemed [critical](#) to the success of the [project](#).

Critical Success Factors

The nature of these [factors](#) will govern the response to [conflicts](#), [risks](#) and the setting of [priorities](#).

[D03827]

[\[PNG\]](#)

A [task](#) that [must finish](#) on [time](#) for the entire [project](#) to [finish](#) on [time](#). If a [critical task](#) is [delayed](#), the [project](#)

Critical Task

completion date [MSP98]
is also delayed.
A critical task
has zero slack
time. A series
of critical tasks
make up the
project's
critical path.
[D00463]

Critical Work Item

See Critical
Activity [D00442]

Used in risk
analysis, the

Criticality Index

[criticality index](#)
represents the percentage of [simulation](#) trails that resulted in the [activity](#) being placed on the [critical path](#).

[D00464]

[\[WST\]](#)

Criticality Index

A measure of how often an [activity](#) appears on the [critical path](#) during a [Monte Carlo simulation](#)

[\[PNG\]](#)

[D03828]

Cross organizational

Across the
[hierarchy](#) of a
[line](#)
[organization](#).

[\[NPMT\]](#)

[D00376]

Cross References

An annotation
signifying a
connection to
another item
elsewhere.

[\[PD-U\]](#)

[D02594]

Cross-Stage Plan

A detailed [plan](#) showing activities that span more than one [stage](#) in the [project life cycle](#). [D03829]

[\[PNG\]](#)

CSCI

See [Computer Software Configuration Item](#)

CSF

See [Critical Success Factors](#)

CTC

See [Contract Target Cost](#)

CTP

See [Contract Target Price](#)

The [integrated](#) pattern of human [knowledge](#), belief, and behavior that depends upon peopleís

Culture

capacity for learning and [transmitting knowledge](#) to succeeding generations.

Editor's Note:
See also [Social Factors](#). [D00465]

[\[PMK8\]](#)

Culture

✓ A person's [attitudes](#) arising out of their [professional](#), religious, class, educational, gender, age and

[\[23\]](#)

other
backgrounds.
[D02628]

**Cumulative
Cost-to-Date**

See [Total
Expenditure to
Date](#) [D02595]

**Cumulative S
Curve**

See [S Curve](#).
[D02598]

The exchange
of one
international
currency for

Currency Conversion

another. Most rates of conversion fluctuate daily and [impact](#) the final [cost](#) of imported or exported [goods](#) supplied to a [project](#) unless the [price](#) is tied to a [particular](#) currency by prior [agreement](#).

[D02599]

[\[PD-U\]](#)

That valid

Current budget

budget at a point in time.
[D00466]

[NPMT]

Current Date Line

A vertical line in a Gantt Chart or Resource Graph indicating the current date.
[D00467]

[MSP98]

Current Finish Date

The current estimate of the calendar date when an

[PMK8]

activity will be
completed.

[D00468]

**Current FY
Budget
Allocation**

Includes all
dollars
allocated to the
project in the
current
financial year.

[D00469]

[PMIS]

**Current Start
Date**

The current
estimate of the
calendar date
when an

[PMK8]

activity will
begin. [D00470]

Current Status

A report that
compare actual
progress with
planned
progress as of
the last
reporting date.
See also Status
Report. [D02600]

[PD-U]

Current Year

The fiscal year
in progress.

[DSMC]

[D02301]

Custom Duty and Tax

The levies
made by
governments on
goods being
imported
across an
international
border. [D02601]

[PD-U]

Customer

Any person
who defines
needs or wants,
justifies or pays
for part or the

[WST]

entire [project](#),
or [evaluates](#) or
uses the [results](#).

[D00471]

Customer

✓ Ultimate
consumer, [user](#),
[client](#),
beneficiary or
second [party](#).

[D00472]

[08]

[\[QMPP\]](#)

✓ The ultimate
consumer, [user](#),
[client](#),
beneficiary or

Customer

second party who will be responsible for acceptance of the project's deliverables.

*Editor's Note:
It is vitally important for the project manager to ascertain who the real customer is.*
[D03487]

Every project

Customer

should have a Customer who is responsible for [acceptance](#) of [deliverables](#). The [role](#) may be [external](#) or internal to the [organization](#).

[D03830]

[\[PNG\]](#)

Customer Acceptance Criteria

The [criteria](#) that the [customer](#) will use to determine if he/she is satisfied with the final

[\[PMMJ\]](#)

deliverables.

[D02193]

**Customer
Furnished
Equipment**

(CFE)
Equipment
provided to the
contractor
doing the
project by the
customer for
the project and
typically
specified in the
contract. [D00473]

[SPM 30
9]

Those

**Customer/Client
Personnel**

individuals
working for the
organization
that will
assume
responsibility
for the product
produced by the
project when
the project is
complete.

[D00474]

[PMK8]

Cutoff Date

The ending date
in a reporting
period. [D00475]

[WST]

Cutover

The [event](#) or [action](#) that takes place when the [product](#), service, or [project element](#) [contracted](#) for by the [client](#) is placed in [operation](#) or turned over to the [client](#) (i.e. transferred to the [care](#), custody and [control](#) of the [user](#)s.) [D00476]

[07 374]

CV

Also means
Curriculum
Vitae or
Resume. [D02240]

CV

See [Cost
Variance](#)

CWBS

See [Contract
Work
Breakdown
Structure](#)

The [study](#) of
man-machine

Cybernetics

[relationships](#) to optimize output [performance](#).

Generally given [\[CCCP\]](#) inadequate attention on [projects](#). See also [Method Study](#). [D03056]

Cycle Time

The [time](#) it takes to create a [deliverable](#) ñ includes [staff effort time](#) and time spent on other [projects](#)

[\[PMMJ\]](#)

or [processes](#).

[D02194]

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Terms v2*

Dangle — to — Definitive Estimate

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Dangle

An [activity](#) or [network](#) which has either no [predecessors](#) or no [successors](#). If neither, referred to as an isolated [activity](#). [D00477] [\[WST\]](#)

Dangle

✓ An [activity](#) in a [network](#) which has neither [predecessors](#) nor [successors](#). [D03831] [\[PNG\]](#)

All [recorded](#)

Data

[information](#),
regardless of
form or
[characteristic](#).

[D02302]

[\[DSMC](#)

**Data
Application**

The [development](#)
of a [data base](#) of
[risk factors](#) both
for the current
[project](#) and as a
matter of historic
[record](#). [D00478]

[\[PMK8](#)

Data Bank

See [Corporate
Memory](#). [D02602]

Data Collection

The gathering and [recording](#) of facts, [changes](#) and [forecasts](#) for [reporting](#) and future [planning](#).

[D00479]

[\[PMK8\]](#)

Data Date ("DD")

The [calendar](#) date that separates [actual](#) (historical) [data](#) from [scheduled data](#).

[D00480]

[\[PMK8\]](#)

Job category

Data Entry Clerk

identifying [personnel](#) responsible for entering [data](#) into the [computer](#) via terminal or key to disc devices in a predefined manner as [part](#) of a [processing operation](#). [D00481]

[SPM 3
9]

Data Item Description

The [content outline](#) of a required [document](#). See also

[CSM]

("DID")

Documentation
Requirements
Description.

[D04060]

The conversion, sorting, allocation or otherwise systematic and standard manipulation of project data by computer programming. It speeds results and reduces the staff that would

Data Processing

otherwise be
required for
[manual effort](#).

Great care is
required to ensure
useful output and
avoid the counter
[productive](#)
[overloading](#) of
[managers](#) with
unnecessary
[information](#). See
also [Systems](#)
[Analysis](#). [D03057]

[\[CCCP](#)

[Rework](#) or
redefinition of

Data Refinements

[logic](#) or [data](#) that may have previously been developed in the [planning](#) subfunction as required to properly [input](#) [milestones](#), [restraints](#), [priorities](#) and [resources](#).

[Data](#) Type The [characteristic](#) indicating whether a data item represents a

[\[PMK8](#)
[\[WST\]](#)

number, date,
character string,
etc. [D00482]

Data Structure Organization

The logical and
systematic
arrangement of
information
elementss. [D02603]

[\[PD-U\]](#)

Database

✓ A store for
various
categories of data
which can be
drawn on to write
reports or act as a

[\[CPMU
176-8\]](#)

simple library.

[D00483]

Database

The component of a software program that stores or organizes project information.

[D00484]

[MSP9

Date of

The date on which the client agrees to the final acceptance of the project.

[PMK8

Acceptance

Commitments
against the capital
authorization
cease at this time.
This is an event.
[D00485]

**Day Work
Account**

A method of
payment for work
not included in
the scope of the
contract that the
construction
contractor is
obliged to
perform at the
request or
direction of the

[CCCP]

Owner or its agent. Generally, such day-work-account is paid for on unit-price or Cost-Plus terms. [D00486]

DCF

See Discounted Cash Flow

DD

See Data Date

The document that describes the

Deactivation Plan

[approach](#) and [critical processes](#) required to convert the [project](#) to the safe, deactivated, or disposed state. It includes [methods](#) of shutdown, disposition of [records](#) and [hardware](#), [security issues](#), and [transition](#) to new or follow-on [systems](#). [The plan](#) may include

[CSM]

[lessons learned](#),
disposition of
[items](#) of historical
interest,
[environmentally](#)
sensitive and
hazardous
[materials issues](#),
etc. [D04061]

Deactivation Procedures

[Step-by-step](#)
[instructions](#) to
safely deactivate
and dispose of a
[system](#). [D04062]

[\[CSM\]](#)

Debriefing

In the [procurement process](#), informing [bidders](#) about the strengths and weaknesses of their [proposal](#).

[D04063]

[\[CSM\]](#)

Decentralized

The opposite of [Centralized](#).

[D02604]

The removal of [uncertainty](#) with respect to a

Decision

course of [action](#)
for an
[organization](#) that
consumes
[resources](#). [D02605]

[\[PMD\]](#)

**Decision
Documentation**

The [recording](#) of
the terms and
[results](#) of a
[decision](#) and the
[assumptions](#) and
reasoning behind
the [decision](#).
[D02606]

[\[PD-U\]](#)

The [process](#) for

Decision Making

arriving at a [decision](#). [D02607]

[\[PD-U\]](#)

Decision Making process

The [sequence of decisions](#) made as a [part](#) of the [project life cycle](#). [D00487]

[\[NPM\]](#)

Decision Support

A sophisticated [computer program](#) to assist [managers](#) in making [decisions](#). It may include [simulation](#)

[\[OTOE 271-4\]](#)

System

programs,
mathematical
programming
routines, and
decision rules.

[D00488]

A technique for
helping to reach
decisions under
uncertainty and
risk. All
decisions are
based to some
extent on
uncertain
forecasts. Given

Decision Theory

the [criteria](#) selected by the decision maker, Decision [Theory](#) points to the best possible course whether or not the [forecasts](#) are accurate. For example, used to determine the best [product](#) capacity level for a [project](#). [D03058]

[\[CCCP\]](#)

A [graphical](#) representation of

Decision Tree

a decision making methodology that compares the values/costs of different scenarios in terms of expected values based on probability. The values arrived at are for comparative purposes only..
[D02608] [RMW]

✓ A graphical representation of the decision

Decision Tree

process.

Sequential decisions are drawn in the form of the branches of a tree, stemming from an initial decision point and extending all the way to the final outcomes.

Each path through the branches of the tree represents a separate series of decisions and probabilistic

[PMD]

eventss. [D02609]

Decision Trees

A method of displaying a whole network of decisions in a logical sequence. Consequent decisions appear like the branches of a tree. When the probability of a given outcome of each decision is also shown, it becomes possible to select the best

[CCCP]

course of [action](#).
See also [Network Branching](#). [D03059]

Decomposing

The [process](#) of reducing a [project scope](#) into its various [elements](#) resulting in a [work breakdown structure](#). [D02610]

[\[PD-U\]](#)

The hierarchical functional, and physical [system partitioning](#) into

Decomposition

[hardware](#) assemblies, [software components](#), and operator activities that can be [scheduled](#), [budgeted](#), and assigned to a responsible [individual](#). [D04064]

[\[CSM\]](#)

Default

[Failure](#) to fulfill the terms of a [contract](#). [D04065]

[\[CSM\]](#)

Default Values

Values that software programs insert into fields automatically when no information is provided by the user. [D00489]

[MSP9]

Defect

The non-fulfillment of intended usage requirements.
[D00490]

[ISO 84]
[QMPE]

Defect

Any non-conformance of a characteristic with specified requirements.

[D00491]

[MIL-S
105]

[QMPE

Defect

Any condition or characteristic in any supplies or services furnished by the Contractor under the contract that is not in compliance with the requirements of

[GAT]

the [contract](#).

[D03491]

Defect

✓ A substandard condition. [D04066]

[\[CSM\]](#)

Defective

A [unit of product](#) which contains one or more [defects](#)s. [D00492]

[\[MIL-S
105\]](#)
[\[QMPE](#)

The number of [defects](#)-per-hundred units of any given [quality](#) of [product](#) is the

Defects-Per-Hundred-Units

number of [defects](#) contained therein divided by the total number of units of [product](#), the quotient multiplied by one hundred (one or more defects being possible in any [unit of product](#)).

Expressed as an equation: Defects per hundred units = Number of Defects x 100 divided by

[\[MIL-S 105\]](#)
[\[QMPE](#)

Number of Units.

[D00493]

Deficiency

Operational need
minus existing
and planned
capability.

Editor's Note: In
construction, a
deficiency
usually means
some attribute *of*
the finished work
that does not
meet contract
specifications.

[DSMC

[D02303]

Deficiency

✓ All or part of an item that does not comply with its governing requirements or specification.

[D02612]

[\[PD-U\]](#)

Deficiency List

A listing of deficiencies.

[D02611]

[\[PD-U\]](#)

Definition

Phase of Project.
See Project Life Cycle [D02181]

[\[SU\]](#)

Definition

The process of quantifying performance and interface requirements during system decomposition and elaboration.
[D04067]

[CSM]

Definition Phase

The second of four sequential periods in the generic project life cycle. Also known as

[PMK8]

planning phase or DEVELOPMENT phase. [D00494]

Definitive

Precisely described or defined. [D02613]

[PD-U]

Definitive Estimate

See Estimate. [D00495]

(Accuracy -5, +10 Percent) A definitive

Definitive Estimate

estimate is prepared from well defined data, specifications, drawings, etc. This category covers all estimate ranges from a minimum to maximum definitive type. These estimates are used for bid proposals, bid evaluations, contract changes, extra work, legal claims, permit

and [government approvals](#). Other terms associated with a Definitive Estimate include check, [lump sum](#), [tender](#), post [contract changes](#). etc. [D00496]

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*Widened
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Deflection — to — Design Baseline

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	So

Deflection

The act of transferring all or part of a risk to another party, usually by some form of contract.
[D00497]

[PN]

Degradation

A lowering of quality, performance or status. [D02304]

[DS]

Delay

An interruption or hindrance to planned progress.
[D02614]

[PD]

Delaying Resource

In [resource scheduling](#), inadequate [availability](#) of one or more [resources](#) may require that the [completion](#) of an [activity](#) be [delayed](#) beyond the date on which it could otherwise be [completed](#). The [delaying resource](#) is the first [resource](#) on an [activity](#) that [causes](#) the activity to be delayed. [D00498]

[WS]

Delegating

The process by which authority is distributed from the project manager to an individual working on the project. [D00499]

[PM]

Delegating

✓ The process by which authority and responsibility is distributed from project manager to subordinates.

Editor's Note: The manager that is delegating still

[WS]

retains
responsibility to
his/her superiors.

[D00500]

Delegation

The act of
delegating. [D02615]

[PD]

Deliverable

A report or product
of one or more tasks
that satisfy one or
more objectives and
must be delivered to
satisfy contractual
requirements. [D00501]

[PM]

Deliverable

A report or product that must be completed and delivered to ensure satisfaction of contractual requirements. [D00502]

[WS]

Deliverable

Any measurable, tangible, verifiable item that must be produced to complete the project. Often used more narrowly in reference to an external

[PM]

deliverable, which is a deliverable that is subject to [approval](#) by the [project sponsor](#) or [customer](#). [D00503]

Deliverable

✓ Another name for [products](#), [services](#), [processes](#), or [plans](#) that are created as a result of doing a [project](#). A [project](#) typically has interim as well as final [deliverables](#). [D00504]

[\[PN\]](#)

Deliverable	See also Product . [D03832]	
Deliverable Breakdown Structure	See Work Breakdown Structure . [D02616]	[PD]
Deliverable Deadline	The delivery date of a deliverable to its customer . [D02195]	[PN]
	Physical items or measurable outputs that are identified as part of the project 's	

Deliverables

product or
objectives.

Deliverables

include intermediate
products or services
that are necessary
for achieving the
project's final
results.

Deliverables are
always measurable
because they can be
counted or observed
in some way. [D00505]

[CC

✓ The physical
items to be

Deliverables

delivered for a [project](#). This may include [organization attributes](#), [reports](#) and [plans](#), as well as physical [products](#) or objects. [D00506] [\[OT 271\]](#)

Deliverables Management

The [planning](#), organizing and [control](#) of [end items](#). [D02617] [\[PD\]](#)

Delivery

The transfer or handover of a [product](#) from one [party](#) to another. [\[PD\]](#)

[D02618]

Delphi Technique

A [process](#) where a [consensus view](#) is reached by consultation with [experts](#). Often used as an [estimating technique](#). [D00507]

[\[WS\]](#)

Demonstrate

To show clearly the merits or [workings](#) of an [element](#) or [issue](#). [D02644]

[\[PD\]](#)

Demonstrated

Previously established as a matter of record.

[D02645]

[PD]

**Demonstrated
Past
Experience**

Highly acceptable capability based on an individual's past performance. [D02646]

[PD]

Demonstration

Verification by witnessing operation. [D04068]

[CS]

A distinct area or

Department

branch of an [enterprise](#) supervised by a [manager](#). [D02647]

[\[PN\]](#)

Departmental Budget

That portion of an [enterprise's](#) annual [budget](#) allocated to a [specific department](#), as distinct from a [project budget](#) which is [independent](#) of fiscal [constraints](#). [D02648]

[\[PD\]](#)

Dependability

The degree to which an item is operable and capable of performing its required function at any random time.

[D02305]

[DS

Dependencies

Relationships between products or tasks. For example, one product may be made up of several other 'dependent' products or a task may not begin until a

[WS

'dependent' task is [complete](#). See also [logical relationship](#).

[D00508]

Dependency

✓ A relation between activities, such that one requires [input](#) from the other. [D00509]

[\[NP\]](#)

Dependency

See [Logical Relationship](#). [D00510]

The next [task](#) or group of [tasks](#)

Dependency

cannot begin until preceding [work](#) has been [completed](#), thus the word 'dependent' or 'dependency'. [D03715]

[\[PP\]](#)
[p33](#)

Dependency Diagram

Another name for a [network](#) or [precedence diagram](#) that shows the [dependencies](#) ([precedence](#)) between [tasks](#). [D00511]

[\[OT\]](#)
[271](#)

Dependency Links

Different types of [links](#) connecting activities in a [precedence network](#). [D00512]

[\[WS\]](#)

Dependency Management

[Management](#) of the [relationships](#) or [dependencies](#) between activities or [elements](#) of a [project](#). [D02649]

[\[PD\]](#)

Deployment Lessons

The [document](#) that [records lessons learned](#) from the

[\[CS\]](#)

Learned Document

deployment and [system validation](#) activities. [D04069]

Deployment Plan

The [document](#) that defines that [approach](#) to [transition](#) the [system](#) from the [factory](#) environment to the staging [site](#) or [operational](#) mode. [D04070]

[\[CS\]](#)

The [document](#) that

Deployment Procedures

defines the [step](#) by [step instructions](#) for carrying out the [deployment plan](#).

Typically includes details of marking, packaging, shipping, [transportation](#), precautions, [transportation](#) environment, unpacking, [assembly](#), and special [risk management actions](#).

[D04071]

[\[CS](#)

A [control gate](#) to

Deployment Readiness Review

[approve](#) readiness for deployment into the staging or [operational](#) environment. [D04072]

[\[CS\]](#)

Depreciation

✓ The decrease in [value](#) of tangible property (without [loss](#) of property) due to [causes](#) such as wear, tear, age, and obsolescence. [D02650]

[\[PN\]](#)

A charge to current [operations](#) which

Depreciation

distributes the cost of a tangible capital asset, less estimated residual value, over the estimated useful life of the asset in a systematic and logical manner. It does not involve a process of valuation. [D03492]

[GA]

Portrayal of content in words, either orally or written. When applied to instructions, implies

Descriptive

information

concerning how something is to be done, rather than step by step details of what is to be done, i.e.

Prescriptive. [D02651]

[PD]

Design

The creation of final approach for executing the project's work.
[D00513]

[PN]

The activity of

Design

defining what is to be delivered. To a significant extent the design will influence how the product will be made. [D03434]

[CR

In construction, defining the construction requirement (including the functional relationships and technical systems to be used, such as

Design

architectural, [environmental](#), structural, electrical, mechanical, and fire [protection](#)), producing the [technical specifications](#) and drawings, and preparing the [construction cost estimate](#). [D03493]

[\[GA\]](#)

✓ The [process](#) of developing and [documenting](#) a

Design

solution to a problem using technology experts and tools. [D04073]

[CS

Design & Development Phase

The time period in which production process and facility and production processes are developed and designed. [D00515]

[WS

✓ The second phase in the generic project life cycle

encompasses detailed [technical](#), [commercial](#) and [organizational decisions](#). There is often substantial [opportunity](#) to optimize these [decisions](#) without the [expenditure](#) of significant [resources](#). [Modeling](#), [prototyping](#) and [testing](#) may thus be [effort](#) well spent. [Management approval gates](#) will

Design & Development Phase

be necessary where major decisions are to be made, for example, [technical](#) and [design](#) or [procurement](#) and [commercial](#). In some industries this [phase](#) is dealt with as two separate phases with a [management](#) gate between the two. This is to allow the [design](#) to be developed in further [outline](#) before [approval](#) is given

[\[CR](#)

for significant
resource
expenditure on full
design/development.
Equally, the gate
may be required
before major
procurement
decisions and
commitments are
made after initial
design but prior to
full
design/development.
[D03432]

During feasibility
and the design stage

Design Alternatives

([concept](#),
[development](#), and
[working drawings](#)),
the [designer](#) will
identify several
[technical](#) solutions
that all satisfy the
[functional](#)
[requirements](#) and the
[standards](#) that
constrain the
choices. The
alternate designs are
compared in terms
of [cost](#)
[effectiveness](#), often
using an [analysis](#) of
[trade-offs](#) to arrive

at an optimum solution. Ideally, the one that is finally chosen and implemented is the most economic combination of design [alternatives](#). Used extensively in [value management](#).

[D00514]

Design Appraisal

✓ An [appraisal](#) of the [complete design](#) for a [project](#) or a [component deliverable](#). [D02652]

[\[PD\]](#)

Design Authority

A [role](#) within the [programme executive](#), with the [responsibility](#) to manage the [design of the business and information systems](#) that are [affected](#) or created by the [programme](#). [D03833]

[\[PN](#)

Design Baseline

The [design](#) which forms the basis of the [project control estimate](#). [D00516]

[\[CP](#)
[176](#)

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Design Bid Build — to — DID

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Term	Definition (links in blue; ✓ signifies Editor's Choice)

Design Bid Build

The traditional [delivery method](#) where [design](#) and [construction](#) are sequential and [contracted](#) for separately with two [contracts](#) and two [contractors](#). [D03488]

Design Brief

The [design](#) synopsis of a [project](#), usually at the end of the [feasibility phase](#). [D00517]

Combining [design](#) and [construction](#) in a single

Design Build

[contract](#) with one [contractor](#). [D03494]

Design Concept

An early [stage](#) in the [design development process](#), in which the [design](#) for a [project](#) is presented in some imaginative form such as a broad description, sketches, [models](#), etc. [D02653]

The [estimated allowance](#) for the [cost](#) of [changes](#) to the [design](#)

Design Contingency

that are required during [construction](#) to make the [project scope work](#) in [practice](#). [D00518]

Design Contract

A [contract](#) for [design work](#) [D00519]

Design Control

A [system](#) for [monitoring project scope](#), [schedule](#) and [cost](#) during the [project's design stage](#). [D00520]

Design Development

The process of identifying and verifying technical solutions to meet the requirements of the Conceptual Design. It brings a Conceptual design to the next level of detail, but not as detailed as the Detailed Design Stage.

Depending on the size and nature of the project, it may be a separate Stage in the Project Life Cycle.

[D03627]

Management of the

Design Management

complete design process specific to the technology involved.
[D02654]

✓ The process of ensuring that there is:

- a clear statement of requirements, leading to a clear detailed definition of specifications
- a proper constitution of the design team, with optimum input from all

appropriate
members of the
project -
marketing,
production, etc.

- a clear process plan and an optimum schedule, both for the design process itself and its relation with the rest of the project schedule
- effective treatment of technology
- effective modeling and testing
- proper deployment

Design Management

of value management and value engineering practices, as well as clear input and control over project estimated out-turn costs

- a clear definition of the scope of work to be included
- effective change control, information management, and configuration management

- a meeting of all planning, health, safety, environmental and other legislative requirements
- proper management of the Hand-Over process (to Operations etc. or even straight to Decommissioning)

[D03433]

A component of the

Design Management Plan

programme definition statement which helps to preserve both the programme's overall technical design integrity and its coherence with plans for infrastructure and support services. [D03834]

Design of Experiment

✓ The planning of an experiment to minimize the cost of data obtained and maximize the validity of range of results. Each experimenter contains three parts: the

experimental statement, the [design](#), and the [analysis](#). [D00521]

The [planning](#) of an [experiment](#) to minimize the [cost](#) of [data](#) obtained and maximize the validity [range](#) of the [results](#). [Requirements](#) for a good [experiment](#) include clear treatment [comparisons](#), [controlled](#) fixed and experimental [variables](#) and maximum freedom from [systematic error](#). The

Design of Experiment

experiments should adhere to the scientific [principles](#) of statistical [design](#) and [analysis](#).

Each experiment should include three [parts](#): the experimental statement, the [design](#) and the [analysis](#). Examples of experimental designs include: single/multi [factor](#) block, [factorial](#), Latin square and nested arrangements. [D00522]

A [formal](#), [documented](#),

Design Review

comprehensive and systematic examination of a design to evaluate the design requirements and the capability of the design to meet these requirements and to identify problems and propose solutions.

[D00523]

Design to

A requirement placed on the Project's Designers to verify that not only do their own costs in preparing the designs fall within agreed Budget line-

Budget

items, but also that the estimated costs of constructing the designs that they produce also fall within agreed Budget line-items.
[D00524]

Design to Cost

✓ Management of the design process to meet predetermined or agreed cost goals.
[D02306]

A concept that establishes cost

Design to Cost

elements as management goals to achieve the best balance between life-cycle cost, acceptable performance, and schedule. Under this concept, cost is a design constraint during the design and development phases and a management discipline throughout the acquisition and operation of the system or equipment. [D03495]

A process that

Design to Cost

constrains [design options](#) to a [fixed cost](#) limit. The [cost](#) limit is usually what the [buyer](#) can pay or what the [market](#)place demands. [D04074]

Design-to Specifications

[Documents](#) that [specify](#) the '[Design-to](#)' [requirements](#) and may include [functionality](#), [performance](#), [interfaces](#) [constraints](#), [effectiveness](#), and [verification](#). [D04075]

**Detail
Documentation**

A written description at an exacting level. [D02655]

**Detail
Schedule**

A schedule used to communicate the day-to-day activities to working levels on the project. [D00525]

The conversion of design-to specifications into designs and associated build-to and code-to documentation.

Detailed Design

Includes [behavior analysis](#), [requirements flowdown](#), [concept trades](#), [risk management](#), [concept testing](#), [producibility analysis](#), [models](#), etc.
[D04076]

Detailed Design Stage

That [part](#) of a [project life-cycle](#) during which [working drawings](#), [standards](#), [specifications](#) and [tender documents](#) are prepared. See also [implementation phase](#).
[D00526]

Detailed Planning

The lowest level of [planning](#) adopted in a [project](#). [D00527]

Detailed Plans

See [Detailed Resource Plan](#) and [Detailed Technical Plan](#). [D00528]

Detailed Resource Plan

A [plan](#) implemented when it is necessary to [plan](#) and [control](#) a [certain](#) major [activity](#) within a [stage](#). [The plan](#) sets [costs](#) and [resource](#)

usage that correspond to the detailed technical plan. [D00529]

Detailed Schedule

A plan of activities for all work. The detailed schedule would typically cover activities up to at least the next major milestone. The detailed schedule supports and is consistent with the Master Schedule.

Editor's Note: See also Short Term Plan. [D02261]

Detailed Technical Plan

A [plan](#) used to give a [specific breakdown](#) of major activities. It exists in all but the smallest [projects](#). [D00530]

Detailed Technical Plan

✓ A [plan](#) providing a detailed [breakdown](#) of selected major activities, e.g. [system testing](#), and produced as and when required. A Detailed [Technical Plan](#) should be established on all but the very

smallest [projects](#). [D03835]

Determination

Arrival at a conclusion, or firm [resolution](#) to do SO. [D02656]

Determine Least Cost for Maximum Results

See [Cost benefit](#). [D02657]

Deterministic

An [approach](#) that presumes the presence of fixed [constraints](#). [D02658]

Deterministic Network

✓ A network with no facilities to accommodate probabilistic dependencies. Precedence networks are said to be deterministic. [D00531]

Deterministic Network

Both activity on arrow and precedence networks are said to be deterministic since they have no facilities to accommodate probabilistic

[dependencies](#). [D03836]

Developed Country

A term used generally to refer to a country having the advanced [technology](#) of the 'western world'. [D02659]

Developing Country

A term used generally to refer to a country still aspiring to the advanced [technology](#) of the 'Western World'. [D02660]

See [Development Phase](#)

Development

[D02180]

Development

✓ The process of working out and extending the theoretical, practical, and/or useful application of an idea, concept, or preliminary design. [D02307]

The systematic use, under whatever name, of scientific and technical knowledge in the design,

Development

development, test, or evaluation of a potential new product or service (or of an improvement in an existing product or service) for the purpose of meeting specific performance requirements or objectives.

Development includes the functions of design engineering, prototyping, and engineering testing.

[D03496]

Development Phase

A software life cycle period that contains the activities of requirements analysis, design, coding, integration, testing, integration and acceptance support of software products.

[D00532]

Development Phase

✓ The second of four sequential phases in the generic project life cycle. Also known as planning phase or definition phase. [D00533]

Development Phase

Also called the [feasibility phase](#). That [part](#) of a [project life cycle](#) comprising [feasibility](#) studies, if required, [planning](#), engineering or [development](#), after which a [capital appropriation request](#) is made, [supported](#) by a [project brief](#). See also [implementation phase](#).
[D00534]

Development

A [plan](#) for moving a

Plan

project concept to a viable project. [D02843]

Deviation

Difference (from a project plan, budget, etc.) [D00535]

Deviation

Written authorization, granted prior to the manufacture of an item, to depart from a particular performance or design requirement of a contract, specification, or referenced document,

for a specific number of units or specific period of time. [D00536]

Deviation

✓ A departure from established requirements.

Deviations occur when the work product either fails to meet or unnecessarily exceeds the requirements. [D00537]

Any variation from planned performance.
The deviation can be in

Deviation

terms of [schedule](#), [cost](#), [performance](#), or [scope of work](#). Deviation [analysis](#) is the heart of exercising [project control](#). [D03716]

Deviation Permit

See [Production Permit](#) [D01296]

Diagramming

See [scheduling](#). [D02661]

DID

See [Data Item Description](#)

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Differences — to — Duty and Tax Administration

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Sou
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Differences

1. Elements of disagreement or in dispute, having variations, or otherwise dissimilar.
2. The subtraction of one amount from another corresponding amount.

[\[PD-1\]](#)

[D02662]

Differentials

The amounts by which variable quantities differ.

[D02663]

[\[Web\]](#)

Direct Cost

Any [cost](#) that is [specifically](#) identified with a [particular Activity](#).

See also [Direct Project Costs](#)

[D00538]

[\[RM\]](#)

Direct Cost Contingency

See [Project Direct Cost Contingency](#).

[D03786]

Direct Costs

Those costs (labor, material, and other direct costs) that can be consistently related to work performed on a particular project. Direct costs are best contrasted with indirect costs that cannot be identified to a specific project.

[D00539]

Labor, i.e. man-

[WS]

Direct Labor

hours, that is specifically identified with a particular Activity.
[D02308]

[RM]

Direct Project Costs

✓ The costs directly attributable to a project, including all personnel, goods and/or services together with all their associated costs, but not including indirect project costs, such as any

[PMI]

overhead and office costs incurred in support of the project.

[D00540]

Directing

✓ The provision of instructions with a view to achieving a project goal or objective. [D02664]

[PD-]

The implementation and carrying out (through others) of those approved

Directing

plans that are necessary to achieve or exceed project objectives. Generally of such broad and nonspecific nature that considerable judgment must be used in making decisions concerning the scope and frequency of demands. Directing encompasses:
training;
supervising;

[PMI]

delegating;
motivating;
counseling; and
coordinating.
[D02666]

Direction

The way in which
managers pass
orders to
subordinates.
[D02667]

[PMI]

Directive

An instruction
pursuant to a
project objective.
[D02665]

[PD-]

Director

A level in a
[management
hierarchy](#). [D04077]

[\[CSM\]](#)

Discipline

A broad general
body of
[knowledge](#), [skills](#)
and [competence](#)
([expertise](#)) that
[logically](#) belong
together and which
are required by a
[company](#) in order
to provide its
[products](#) or
service, or to

[\[19\]](#)

provide other functions necessary for its continued existence. [D03620]

Discipline Maintenance

Ensuring the provision of organizational policies and procedures in the best interests of program or project goals and objectives and ensuring that they are followed [D02668]

[PD-]

Discontinuous Activity

An [activity](#) in which the interval between the start and [finish dates](#) is allowed to exceed its [duration](#) in order to satisfy [start-to-start](#) and [finish-to-finish relationships](#) with other activities.

[D00541]

[\[WS\]](#)

This [option](#) assigns the discontinuous [attribute](#) to all

Discontinuous Processing

activities for a [time analysis](#) session, except where overridden by a [specific activity](#) type.
[D00542]

[\[WS\]](#)

Discounted Cash Flow ("DCF")

✓ A [calculation](#) of [present value](#) of a [projected cash flow based](#) on some assumed rate of [inflation](#) or interest. [D02669]

[\[PD-1\]](#)

Discounted Cash Flow ("DCF")

A method for comparing the relative merits of project investments taking into account the value of money, taxation, varying operating costs, earlier cash returns for reinvestment etc. Also known as Internal Rate of Return. Although theoretically not as sound as Net Present Value, it is easier to present and relate to

[CCC]

interest rates on borrowed money. Neither [DCF](#) nor [NPV](#) takes into [account project risks](#). [D03060]

Discounting

The [process](#) of reducing a future amount of money to [a present value](#). [\[DSM\]](#)
[D02309]

[Tasks](#) that have a [specific measurable](#) end [product](#) or end

Discrete Effort

result. [Discrete tasks](#) are ideal for [earned value measurement](#). See [Work Package](#).

[D00543]

[\[WS'](#)

Discrete Milestone

A [milestone](#) that has a definite [scheduled](#) occurrence in [time](#).

[D00544]

[\[WS'](#)

Discrete Task

A [measurable activity](#) with an output. [D04078]

[\[CSM](#)

Discrimination

(Non-discrimination)
The [requirements](#) imposed on the [organization](#) and the [procedures](#) implemented by the [organization](#) to assure fairness in hiring and promotion [practices](#). [D00545]

[\[PMI\]](#)

Dialogue
explaining
implications and

Discussion

impacts on objectives. The elaboration and description of facts, findings and alternatives. [D00546]

[PMI]

Display

A pictorial, verbal, written, tabulated or graphical means of transmitting findings, results and conclusions. [D00547]

[PMI]

The getting rid of, usually by sale, of

Disposal of Materials

surplus [materials](#) no longer required for a [project](#).

[\[PD-1\]](#)

Usually conducted only at the end of a [project](#) or major [activity](#). [D02671]

Dispute

Disagreements not settled by mutual [consent](#) which could be decided by litigation or [arbitration](#). [D00548]

[\[PMI\]](#)

A major

Disruption

interference with the orderly [progress](#) of a [project](#) or major [activity](#). Usually on the [part](#) of a group or [individuals](#) who are dissatisfied with [conditions](#) as they are. [D02672]

[\[PD-1\]](#)

Disruptive

[Individuals](#) or forces with potential for or [actual](#)ly causing [disruption](#). [D02673]

[\[PD-1\]](#)

Dissemination

The distribution of [information](#) to as many people as possible. [D02674]

[\[PD-1\]](#)

Distinguishing Constraint

A [dummy](#) which distinguishes two activities which may have the same start and [finish](#) [date](#)s. [D00549]

[\[CPM 176-8\]](#)

The [results](#) of [allocation](#), division or otherwise

Distributed

spreading around of [components](#) such as allocable [project overhead costs](#) to their respective activities, or other [information](#) such as memos and [directives](#) to the [parties](#) concerned.
[D02675]

[PD-1]

Distribution List

A list of people receiving [information](#) for a [particular purpose](#)
[D00824]

[SU]

Distribution of Minutes	The circulation to attendees of <u>meeting</u> of a <u>record</u> of their <u>discussion</u>, <u>conclusions</u> and <u>action items</u> . [D02676]	[PD-]
Distribution, of information	The <u>dissemination</u> of <u>information</u> for the <u>purpose</u> of <u>communication</u>, <u>approval</u> or <u>decision-making</u>. [D00550]	[PMI]

Diversity

Difference,
distinctness,
variety. [D02677]

[\[Web\]](#)

Document

Any official or
[authoritative](#) paper
containing
[instructions](#),
[information](#),
evidence, facts and
the like. [D02678]

[\[Web\]](#)

Document

A [system](#) for
[controlling](#) and
executing [project](#)

[\[PMI\]](#)

Control

[documentation](#) in a uniform and orderly fashion.
[D00551]

Document Management

The orderly and appropriate [organization](#), distribution, storage and retrieval of [project documents](#). [D02679]

[\[PD-1\]](#)

Document Management

See [Information Management](#).
[D03778]

Documentary

A display of documented information typically in multi-media format.
[D02680]

[PD-]

Documentation

Any kind of written report, including such items as final reports, spare parts lists, instruction manuals, test plans, program code itself, all life cycle milestone

[SPN
9]

documents, project
history, and similar
project
information. [D00552]

Documentation

✓ The collection
of reports. user
information and
references for
distribution and
retrieval, displays,
back-up
information and
records pertaining
to the project.
[D00553]

[PMI]

Documentation Change Notice

A notification of [change](#) to holders of [controlled documentation](#).

[D04079]

[\[CSM\]](#)

Documentation Requirements Description ("DRD")

Formerly [Data Item Description](#).

The required [content](#) of a [document](#). [D04080]

[\[CSM\]](#)

A [project briefing](#) which uses a number of

Dog and Pony Show

[view](#) graphs, slides, flip [charts](#), or similar aids, usually with a [view](#) to persuading the audience to a [part](#)icular point of view. [D02310]

[\[RM\]](#)

DRD

See [Documentation Requirements Description](#)

DU

See [Duration](#)

Dual Concern Model

A [graphical display](#) in which the five [negotiating strategies](#) are plotted with 'Concern about Own [Outcomes](#)' (X-axis) against 'Concern for Other Side's [Outcomes](#)' (Y-axis). [D02736]

[\[PMI p345\]](#)

Dual Responsibility

The [acceptance of functional responsibility](#) from one person and [project](#)

[\[SU\]](#)

responsibility from another. [D03781]

Dummy

An activity denoting a dependency, but not an action.
[D00554]

[NPM

Dummy Activity

An activity in a network diagram that requires no work, signifying a precedence condition only.
[D00555]

[SPN
9]

Dummy Activity

✓ An activity of zero duration used to show a logical relationship in the arrow diagramming method. Dummy activities are used when logical relationships cannot be completely described with regular activity arrows. Dummies are shown graphically as a

dashed line headed by an arrow. [D00556]

Dummy Activity

An activity, always of zero duration, used to show logical dependency when an activity cannot start before another is complete, but which does not lie on the same PATH through the network. Normally, these dummy activities are

[PMI]

graphically
represented as a
dashed line headed
by an arrow. [D00557]

Duration
("DU")

1. The number
of work units
(not including
holidays or
other non-
working
periods)
required to
complete an
activity or
other project
element.

[PMI]

Usually expressed as work days or work weeks.

2. Elapsed time.

[D00558]

Duration

✓ The length of time needed to complete an activity. [D00560]

[WS]

Duration

The calendar time it takes to create a deliverable. [D02196]

[PM]

Duration Calculation

The [calculation](#) of [time](#) required to [complete](#) an [activity](#). [D02681]

[\[PD-\]](#)

Duration Compression

Shortening the [project schedule](#) without reducing the [project scope](#). [Duration](#)

compression is not always possible and often requires an increase in [project cost](#). [D00559]

[\[PMI\]](#)

Duty and Tax Administration

Action taken to legally minimize duties and taxes applicable to the goods/services supplied. [D00561]

[PMI]

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EAC — to — Effective Interest

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EAC

See [Estimate at Completion](#)

EAC

See [Estimated Actual at Completion](#)

Earliest Feasible Date

The earliest date on which the [activity](#) could be [scheduled](#) to start [based](#) on the [scheduled](#) dates of all its [predecessors](#), but in the absence of any [resource constraints](#) on the [activity](#) itself. This date is calculated by

resource scheduling.

[D00562]

Earliest Finish

In a network diagram schedule, the earliest time at which an activity can be completed.

[D00563]

Earliest Finish

✓ The earliest day that the work item can finish if it starts on its earliest start and is completed in its expected time. [D00564]

Earliest

Finish Time

See [Earliest Finish](#).

[D02683]

**Earliest
Start**

In a [network diagram schedule](#), the earliest [time](#) at which an [activity](#) can be started. [D00565]

**Earliest
Start**

✓ The earliest day that the [work item](#) can start provided every preceding [work item](#) starts at its earliest start day and is [completed](#) in its expected [time](#). [D00566]

Earliest Start Time

See [Earliest Start](#).
[D02684]

Early Dates

Calculated in the [forward pass](#) of [time analysis](#), early dates are the earliest dates on which an [activity](#) can start and [finish](#). [D00567]

The earliest calculated date on which an [activity](#) can end. It is [based](#) on the [activity's](#) [Early Start](#) which

Early Finish

depends on the [finish](#) of [predecessor](#) activities and the activity's [duration](#). (See [Early Start](#)). Most PM [software](#) calculates [early dates](#) with a [forward pass](#) from the beginning of the [project](#) to the end. [D00568]

In the [critical path method](#), the earliest possible date on which the uncompleted portions of an [activity](#) (or the [project](#)) can

Early Finish Date ("EF")

finish based on the network logic and any schedule constraints. Early finish dates can change as the project progresses and changes are made to the project plan. [D00569]

Early Finish Date ("EF")

The earliest time an activity may be completed equal to the early start of the activity plus its remaining duration. [D00570]

Early Start

The Early Start date is defined as the earliest calculated date on which an activity can begin. It is dependent on when all predecessor activities finish. Most PM software calculates early dates with a forward pass from the beginning of the project to the end. [D00571]

In the critical path method, the earliest possible date on which

**Early Start
Date ("ES")**

the uncompleted portions of an [activity](#) (or the [project](#)) can start [based](#) on the [network logic](#) and any [schedule constraints](#). [Early start](#) dates can [change](#) as the [project progresses](#) and [changes](#) are made to the [project plan](#). [D00572]

**Early Start
Date ("ES")**

The earliest [time](#) any [activity](#) may begin as [logically](#) constrained by the [network](#) for a given [data date](#). [D00573]

Early Warning System

A [monitoring system](#) that provides advance notification or indication of potential [problems](#) in a [project](#). Many [computerized project management systems](#) incorporate early warning functions. [D00574]

Earned Hours

The [time](#) in [standard](#) hours [credited](#) as a result of the [completion](#) of a given [task](#) or a group of [tasks](#). [D00575]

Earned Value

1. A method for measuring project performance. it compares the amount of work that was planned with what was actually accomplished to determine if cost and schedule progress is as planned. See also Actual Cost of Work Performed, Budgeted Cost of Work Scheduled, Budgeted Cost of

Work Performed,
Cost Variance,
Cost Performance
Index, Schedule
Variance, and
Schedule
Performance Index.

2. The Budgeted Cost of Work Performed for an activity or group of activities.

[D00576]

A cost control that allows you to quantify the overall progress of

Earned Value

the [project](#) in monetary terms. Earned [value](#) is calculated by applying a [performance measurement factor](#) to the [planned cost](#). Another term for earned [value](#) is [Budget Cost of Work Performed](#). [D00577]

Earned Value

A [method](#) of [reporting project status](#) in terms of both [cost](#) and [time](#). It is the [budgeted value](#) of [work](#) performed regardless of the [actual cost incurred](#). [D00578]

Earned Value

The value for money's approach to cost reporting. [D00579]

Earned Value

The part of an activity or project task that has been physically performed, usually represented by the proportional budget value for the part. [D00580]

✓ A measure of the

Earned Value

value of work performed so far. Earned value uses original estimates and progress-to-date to show whether the actual costs incurred are on budget and whether the tasks are ahead or behind the baseline plan. [D00581]

Earned Value

The value of completed work expressed in terms of the budget assigned to that work. [D02263]

Earned Value

A generic performance measurement term for the concept of representing physical work accomplished in terms of financial worth accrued. [D03436]

Earned Value Analysis

✓ Analysis of project progress where the actual money budgeted and spent is compared to the value of the work achieved. [D00582]

Earned

Value Analysis

See [definition](#) (1) under [Earned Value](#). [D00583]

[Earned Value](#) can be used as a basis for calculating [cost performance](#) to date with that which was [planned](#), or [budgeted](#). A series of [cost fields](#) need to be established and include:

- [ACWP](#) - [Actual Cost of Work Performed](#) ([Spent Cost](#))

- BAC - Baseline at Completion
- BCWP - Budgeted Cost of Work Performed(Earned Value/Achieved Cost)
- BCWS - Budgeted Cost of Work Scheduled(Elapsed Cost/Baseline Cost to Date)
- BEC - Budgeted Elapsed Cost
- CV - Cost Variance
- CPI - Cost Performance Indicator (or Ratio

Earned Value Analysis

- (CPR))
- EAC - Estimated Actual at Completion
- FTC - Forecast to Completion
- SC - Scheduled Cost
- SPI - Scheduled Performance Indicator (or Ratio (SPR))
- SV - Schedule Variance
- Variance

Some of the fields
above can be referenced

in different ways depending upon the PM [software package](#) used. Apart from providing a cost basis for [estimating progress](#), Earned [Value Analysis](#) can also be used for [measurement](#) of [Project progress](#) by [recording](#) and accumulating the [effort expended](#) on [completed tasks](#) only and expressing the total [completion](#) so obtained as a percentage of the whole. This provides a much more accurate and

reliable measure of performance than just percentage completion.

By using both measurements together real actual progress can be evaluated against the subjective measurement of task percentage completion. Earned Value will lag behind percentage completion.

[D02250]

The quantification of the overall progress of a

Earned Value Cost Control

project in dollar terms so as to provide a realistic yardstick against which to compare the actual cost to date. [D00584]

Earned Value Management

✓ A management technique that relates resource planning to schedules and to technical cost and schedule requirements. All work is planned, budgeted, and scheduled in time-phased increments constituting

a cost and schedule measurement baseline.

[D00585]

The process of representing physical progress achieved on the project in terms of a cost based measure (i.e. money). Cash measures of cost or quantity measures of progress alone are not sufficient: serious distortions can arise if physical progress is not related to financial progress in

**Earned
Value**

Management	"<u>value</u> earned" terms. Various <u>rules</u> and <u>techniques</u> are used to represent the <u>value</u> of <u>work</u> performed to date as a proportion of the total <u>project</u> value. <u>Structured estimates-to-complete</u> are also given through <u>Earned Value based</u> upon accurate <u>assessment</u> of <u>status</u>-to-date. [D03435]
-------------------	---

ECC	See <u>Estimated Cost to Complete</u>
------------	--

Economic Analysis

A [systematic approach](#) to one or more [options](#) [designed](#) to assist the [program](#) or [project manager](#) in making a choice. [D02311]

Economic Commercial Value

See [Economic Value](#).
[D02686]

Economic Evaluation

The [process](#) of establishing the [value](#) of a [project](#) in relation to other [corporate standards](#)/bench marks,

project profitability,
financing, interest rates
and acceptance. [D00586]

Economic Life

The period of time over
which the benefits to be
gained from a system
may reasonably be
expected. [D02312]

Economic Life

✓ The period of time
over which the benefits
to be gained from a
project may reasonably
be expected to accrue.
[D02688]

Economic Success

The success of a [project](#) in terms of achieving its [economic value](#). [D02687]

Economic Value

The [value](#) of a [project](#) in terms of its expected [financial](#) returns from the perspective of the [enterprise](#)'s overall [commercial](#) strategic [objectives](#). [D02685]

The reasonable [economic value](#) expected to be added to

Economic Value Added

an [enterprise](#) or one of its ongoing [processes](#) as a result of the [project](#).

[D02689]

Economics

A [social](#) science that investigates the [conditions](#) and [laws affecting the production](#), distribution, and consumption of the national wealth.

Editor's Note: In a much narrower sense, the [study of economic value](#). [D02690]

Economist

One who studies [economics](#). [D02691]

Economy of Governance

The [planning](#), influencing and [conducting](#) of the [policy](#) and affairs of an [organization](#) with respect to its [economic value](#). [D02692]

ECP

See [Engineering Change Proposal](#)

Education and Training

See Education and see Training. [D02693]

Education, in project management

[Project management](#) education may be defined as the conveying of a broad background and general theoretical [approach](#) to enable an [individual](#) to analyze [issues](#) and find solutions. The [knowledge](#) is essentially [descriptive](#). The benefit is in "How to apply it" but to do so requires further [practice](#)

and [experience](#). (See also Training.) [D00587]

EF

See [Early Finish Date](#)

EFC

See [Estimated Final Cost](#)

Effective Interest

The true [value](#) of interest rate computed by equations for compound interest rate for a 1-year [period](#).
[D00588]

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Effectiveness — to — Environmental

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Source
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Effectiveness

✓ A measure of the quality of attainment in meeting objectives; to be distinguished from efficiency, which is measured by the volume of output achieved for the input used.
[D00589]

[OTOB 271-4]

Effectiveness

The extent to which the [goals](#) of a [project](#) are attained, or the degree to which a [system](#) can be expected to achieve a set of [specific requirements](#). Also, an output of a [Cost Effectiveness Analysis](#).

[D02313]

[\[DSMC\]](#)

Effectiveness

The level of conformity of the product or services produced by the project in its operation as compared to its mission. It has to do with the content and substance of the project in performance of its duty. It is the primary measure of success. [D04324]

[MEMOPT]

**Effectiveness,
in project
planning**

The extent to which the [project plan](#), including [requirements](#), and the execution of that [plan](#) will meet the [project's](#) [objectives](#) and the corresponding [goals](#) of the [enterprise](#).

[D02697]

[\[RMW\]](#)

Efficiency

The doing of things correctly and accurately, using as little resources as possible.

[D02694]

[\[PMDT\]](#)

Efficiency

✓ The ratio of the useful work obtained to the energy expended.

[D02695]

[\[Webster\]](#)

A measure of

Efficiency

the speed and [effectiveness](#) with which a [resource](#) delivers a [particular](#) [skill](#). [D03838]

[\[PNG\]](#)

A measure of the activities of the [project](#) people as applied to the [project](#) [process](#); the [measurement](#) [parameters](#) are

Efficiency

the [standards](#) of [quality](#), [time](#) and [cost](#) applicable to each [task](#) in each situation.

It is a [\[MEMOPT\]](#) secondary measure to [effectiveness](#) in the measure of success at [completion](#). A project may be efficiently managed, but not be effective in

achieving its mission, goals or objectives.

[D04325]

Efficiency Factor

A measure of overall performance used in a work measurement system. It is calculated by dividing the standard time to perform the work by the actual time.

[GAT]

[D03497]

**Efficiency, in
project
execution**

The
application of efficiency
during the
project's execution
phases, i.e.
when its
application is
most
appropriate.

[PD-U]

[D02696]

The
application of

Effort

human energy
to accomplish
an objective.

[D00590]

[PMK87]

Effort

✓ The number
of labor units
necessary to
complete the
work. Effort is
usually
expressed in
staff hours,
staff days or
staff weeks
and should not
be confused

[WST]

with [duration](#).

[D00591]

Effort

The number of [labor](#) units required to [complete](#) an [activity](#) or other [project element](#).

[\[PMK96\]](#)

Usually expressed as [staff](#) hours, [staff](#) days, or staff weeks.

See also [duration](#).

[D00592]

Effort Remaining

The [estimate of effort](#) remaining to [complete](#) an [activity](#). [D00593]

[\[WST\]](#)

Effort Remaining

✓ The [estimate of effort](#) remaining to [complete](#) an [activity](#). A far more useful measure of [progress](#) than [percentage](#)

[\[PNG\]](#)

complete.

[D03839]

Effort-Driven Activity

An effort-drive
activity
provides the
option to
determine
activity
duration
through
resource
usage. The
resource
requiring the
greatest time to
complete the
specified

[WST]

amount of
[work](#) on the
[activity](#) will
determine its
[duration](#).

[D00594]

A term created
by Pareto, an
Italian
sociologist,
meaning that a
[process](#) or
[methodology](#)
will
accommodate
80% of the

[\[CSM\]](#)

Eighty-

Twenty Rule

situations that arise, with 20% of the situations requiring [handling](#) on a case-by-case basis. [D04081]

Elapsed Cost ("BEC")

See [Budgeted Cost of Work Scheduled](#)
[D02251]

[\[PMST\]](#)

The amount of

Elapsed Duration

time needed to complete a task. [D00595]

[MSP98]

Elapsed Time

The total number of calendar days (excluding non-work days such as weekends or holidays) that is needed to complete an activity. It gives a "real world view"

[WST]

[PMST]

of how long an [activity](#) is [scheduled](#) to take for [completion](#).

[D00596]

Electronic Files

[Data](#) stored in '[files](#)' on electronic media. Such [files](#) can only be [accessed](#) using a [computer](#) with an appropriate [operating](#)

[\[PD-U\]](#)

system. [D02698]

Element

A basic
component e.g.
of the work
breakdown
structure.

[PD-U]

Level 3 of the
system
hierarchy.
[D02700]

Element

A listing of
terms and their
meanings
representing

Definition Dictionary

the [contents](#) or [elements](#) of a [work breakdown structure](#).

[D02699]

[\[PD-U\]](#)

Email

The transfer of messages and [information](#) by electronic means using a [computer](#).

[D02701]

[\[PD-U\]](#)

Those [formal](#)

Employee Relations

activities and procedures used by an organization to administer and develop its workforce.

[D00597]

[PMK87]

Employment

The engaging of individuals in useful work in return for compensation.

[D02702]

[PD-U]

The enabling

of [project team members](#) to achieve self-[control](#), that is, to do their jobs with the minimum of [supervision](#) consistent with their [individual](#) capabilities. To achieve this, each employee [needs](#):

Empowerment

1. A clear [definition](#) of what he or she is supposed to be doing, and for what [purpose](#)
2. A personal [plan](#) on how to do the required [work](#)

[\[PPS&C: p191-2\]](#)

3. The skills
and
resources
that are
adequate
for doing
the work.
4. Feedback
on
progress
that goes
directly to
the person
from the
work
itself.
5. A clear
definition

of his or
her
[authority](#)
to take
positive
[corrective](#)
[action](#)
when
there is a
[deviation](#)
from [plan](#)

[D02334]

EMR

See
[Expenditure](#)
[Management](#)

	Report	
End Activity	An activity with no logical successors . [D00598]	[WST]
End Item	See Deliverable or Product . [D02314]	
	A mandatory management control at the end of each stage . work	

End Stage Assessment

may not proceed on the next [stage](#) until the [project board](#) has [approved current status](#) and future [resource plans](#) and [technical plans](#) at this [assessment](#).

[D03840]

[\[PNG\]](#)

End-Phase Assessment

See [Post Project Review](#) [D02178]

Endorsement

Written Approval.
Endorsement signifies personal understanding and acceptance of the thing endorsed, and recommends further endorsement by higher levels of authority if necessary.
Endorsement

[PMK87]

of [commitment](#)
by a person
invested with
appropriate
[authority](#)
signifies
[authorization](#).
See [Approve](#),
[Authorize](#).

[D00599]

Engineering Change Notice

The [formal
release](#) of an
engineering
[change](#). [D04082]

[\[CSM\]](#)

**Engineering
Change
Proposal
("ECP")**

A [proposal](#) submitted by the [seller](#) in response to a [buyer](#) request for an [ECP](#) to [change](#) the existing [contract effort](#). Only the [buyer](#) can initiate the request for an Engineering [Change Proposal](#). This [activity](#) is usually preceded by a

[\[CSM\]](#)

Request For Change. The user, buyer, or the seller can initiate a Request For Change to the contract. It is an exploratory activity. [D04217]

Engineering Change Request

A request to consider a technical change to the technical baseline

[VPM 291-4]

submitted to a
[Change
Control Board.](#)

[D00600]

Engineering Cost Estimate

A detailed [cost
estimate](#) of the
[work](#) and
related
[burdens](#),
usually made
by industrial
engineering or
[price/cost
estimating.](#)

Another term
for
Engineering

[\[WST\]](#)

Cost Estimate
is Bottom-up
Cost Estimate.

[D00601]

✓ Cost
estimate
derived by
summing
detailed cost
analysis of the
individual
work packages
and adding
appropriate
burdens.

Usually

[CSM]

**Engineering
Cost Estimate**

determined by a [contractor's performing organizations](#), [price](#) analysts, and [cost accountants](#).

[D04083]

Engineering Process

The set of activities relating to a [construction](#) output. [D02703]

[\[PD-U\]](#)

A business

Enterprise

organization
involved in
economic
activity and
taking risks for
purposes of
profit.

[PD-U]

*Editor's Note:
Compare this
with
Bureaucracy.*

[D02704]

Enterprise Project

The
application of
the project
management
discipline

[PD-U]

Management

throughout an [enterprise](#).

[D02705]

Entitlement

That portion of a [claim](#) that entitles a [claimant](#) to recover from the other [party](#).

[D04084]

[\[CSM\]](#)

Entrepreneur

✓ One who organizes, manages and assumes the

[\[Webster\]](#)

risks of a
business or
enterprise.

[D02706]

An individual
who risks
starting his or
her own
business. A
person who
has the ability
to see an
opportunity, to
obtain
necessary
capital, labor,
and other

Entrepreneur

[PMDT]

inputs, and to know how to put together an operation successfully, and who has the willingness to take personal risk of success or failure. [D02707]

Environment Characteristic

A particular property of the environment.
[D02708]

[PD-U]

**Environment,
general**

The things that surround a person or [organization](#), including physical features, economic and [market conditions](#), [attitudes](#) and climate. [D02709]

[\[PMDT\]](#)

The natural surroundings of us all

**Environment,
natural**

created by our
physical
world, i.e.
nature. [D02710]

[\[PD-U\]](#)

**Environment,
project**

✓ The
combined
internal and
[external](#)
forces, both
[individual](#) and
[collective](#)
which assist or
restrict the
attainment of
the [project](#)
[objectives](#).

[\[FWH\]](#)

**Environment,
project**

The combined internal and [external](#) forces, both [individual](#) and [collective](#) which assist or restrict the attainment of the [project objectives](#).

[\[PMK87\]](#)

These could be business or [project](#) related or may be due to political,

	economic, technological or regulatory conditions. [D00603]	
Environmental	Pertaining to the natural environment. [D02711]	[PD-U]

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Environmental Approvals — to — Estimating

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	So
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Environmental Approvals	<u>Approvals</u> received as a result of <u>meeting regulatory requirements</u> pertaining to the natural environment. [D02712]	<u>[PI]</u>
Environmental Requirements	<u>Regulatory conditions</u> that pertain to the natural environment that must be met in the	<u>[PI]</u>

planning and
execution of a
project. [D02713]

Environmentally Concerned

Those individuals
who align
themselves with
the views of
various groups
concerned with
issues of protecting
the environment.
[D00604]

[PM

In the U.S.A., the
procedures
implemented by the

Equal Opportunity

organization to assure that it meets the requirements of the Equal Employment Opportunity sections of the Civil Rights Act. Includes affirmative-action and other programs, as well as the documentation procedures to demonstrate compliance. [D00605]

Equipment Procurement

The [acquisition](#) of equipment/
[material](#) to be incorporated into the [project](#). [D00606]

[PM

Equitable Adjustment

The [price](#) or [target cost adjustment](#) to which a [contractor](#) is entitled upon the occurrence of some special [event](#), such as the issuance of a [contract change](#). [D04085]

[CS

Equity Theory of Motivation

The [view](#) that we all think about the [time](#) and [effort](#) we put into our [work](#) (including our education), and we compare that with the [outcomes](#) of our [work](#): recognition, pay, [benefits](#), [opportunities](#) to develop our [technical expertise](#), collegiality, good work environment, [job satisfaction](#)

and [financial security](#), etc. See also [Control Theory](#), [Expectancy Theory](#), [Goal Setting Theory](#), and [Reinforcement Theory](#). [D02635]

Error

A discrepancy between a computed, observed, or measured [value](#) or condition and the true, specified, or

	theoretically correct value or condition. [D04086]	
Error Probability	The likelihood of a mistake. [D02714]	[PI]
Errors	Mistakes made in writing, printing, calculation or other performance . [D02715]	[W]
ES	See Early Start Date	

ESAR

See [Extended Subsequent Applications Review](#)

Escalated Base Price

The [base price estimate](#) adjusted for [inflation](#) up to the [time](#) of [tender](#).
[D00607]

[CC

✓ An anticipated rise in uncommitted [costs](#) of [resources](#)

Escalation

([labor](#), [material](#), equipment) over [time](#), due to reduced [purchasing power](#) of money. A [component](#) of a [cost](#) type. The [allowance](#) for escalation is a [component](#) within the [anticipated award cost](#) of a cost class. [D00608] [\[C\]](#)

Escalation

Increase of [budget](#) due to [inflation](#), etc. [D00609] [\[N\]](#)

Escalation

Use of a [price index](#) to convert past [prices](#) to present, or present to future. An increase due to [inflation](#). [D02315]

[D02315]

Essential Characteristics

The minimum [operational](#), functional, [maintenance](#), [performance](#), [reliability](#), and

[SU]

safety requirements
which must be
fulfilled to meet
the needs of the
user(s). [D03628]

Essentials of Project Management

The four essentials
of project
management are:

- Common
Vocabulary
- Teamwork
- Project Cycle, ICS
and
- Project
Management
Elements

An assessment of the likely quantitative result. Usually applied to project costs and durations and should always include some indication of accuracy (e.g., + or - 15%). Usually used with a modifier (e.g., preliminary, conceptual,

feasibility). Some application areas have specific modifiers that imply pre-set accuracy ranges (e.g., order of magnitude estimate, budget estimate, and definitive estimate in construction).

[D00610]

An evaluation of all the costs of the

Estimate

elements of a project or effort as defined by an agreed-upon scope. See order of magnitude estimate, budget estimate, and definitive estimate.

[D00611]

[PM]

Estimate

✓ The prediction of a quantitative result. It is usually applied to project costs, resources and durations.

[D00612]

[W]

Estimate

A prediction of future performance in terms of cost and time. [D02218]

[16]

Estimate

A forecast or guess about how long an activity will take, how many resources might be required, or how much it will cost. [D03717]

[PF
p3']

✓ Actual cost of

Estimate at Completion

work completed to date plus the predicted costs and schedule for finishing the remaining work.
[D00614]

[V
4]

Estimate at Completion ("EAC")

A value expressed in either dollars and/or hours, to represent the projected final costs of work when completed. The EAC is calculated as ETC + ACWP. [D00615]

[W]

Estimate at Completion ("EAC")

The expected total cost of an activity, a group of activities, or of the project when the defined scope of work is completed. Most techniques for forecasting EAC include some adjustment of the original cost estimate based on project performance to

date. Also shown as "[estimated at completion](#)." Often shown as $EAC = \text{Actuals-to-date} + \text{ETC}$. See also [earned value](#) and [estimate to complete](#). [D00616]

Estimate Based on Working Drawings

See [Estimate Class A](#). [D02716]

A detailed [projection of time](#)

Estimate Class A

and costs for next planning horizon, having an expected precision variance of 10% or less; team involved in this estimate and willing to commit to it. Also called a Commitment Estimate. [D02220]

[16]

Estimate Class A

✓ An estimate based on complete contract documents and used as a control check on

[22]

authorized
expenditures prior
to tendering. [D02790]

Estimate Class B

An estimate based
on at least two
levels of a
documented work
breakdown
structure, having an
expected precision
variance of 25% or
less; project
manager and/or
subject matter
experts developed
this estimate. Also

called a
Preliminary
Estimate. [D02222]

Estimate Class B

✓ An estimate
based on
completed
preliminary design
drawings. Upon
acceptance, these
estimates shall
become the cost
plans for project
cost control during
design. [D02791]

Estimate Class C

Ballpark [estimate](#) used only in [preliminary discussion](#) of [feasibility](#) having a precision [variance](#) of 50% or more; not to be used for making [commitments](#). Also called a [Sizing Estimate](#). [D02238]

[16]

✓ An [estimate](#) [based](#) on [completion](#) of all [work](#) necessary to

Estimate Class C

undertake
preliminary design.
This estimate must
be based on
knowledge of site
conditions
adequate to enable
the identification
of site related risks
and the
development of
corresponding
contingency costs
that are sufficient
for making correct
investment
decisions. [D02792]

Estimate Class D

✓ An 'Order of Magnitude' estimate only. In all cases, where alternative solutions are considered, this estimate should be provided for each solution to assist cost comparison.
[D02793]

[22]

An estimate based on a comprehensive statement of requirements in

Estimate Class D

[mission](#) terms and an [outline](#) solution. Such an [estimate](#) is strictly an indication of the final [cost](#) and [completion date](#).

[D02794]

[12]

Estimate Conversion

The reassembly of the [components](#) of an [estimate](#) into a fiscal or [project budget](#), typically for [approval](#) and [control purposes](#).

[D02717]

[PI]

Estimate To Complete ("ETC")

The expected additional cost of an activity, a group of activities, or of the project when the defined scope of work is completed. Most techniques for forecasting ETC include some adjustment of the original cost estimate based on project performance to

date. See also [earned value](#) and [estimate at completion](#). [D00617]

Estimate To Complete ("ETC")

✓ The [value](#) expressed in either dollars or hours developed to represent the [cost](#) of the [work](#) required to [complete](#) a [task](#). The [ETC](#) is calculated as [BAC](#) - [BCWP](#). [D00618]

[W](#)

Estimate To Complete

A [cost](#) type. An [estimate](#) of the [value](#) that remains to be committed within a [cost](#) class as of a specified date. The [Estimate](#) to [Complete](#), when added to the [commitment](#) to date yields the [estimated cost at completion](#) of the [scope of work](#) in the class. This [information](#) should be [updated](#) monthly. A

rigorous [review](#) of the Estimate to [Complete](#) for each cost class should be implemented by the [project manager](#) at regular specified intervals. [D00619]

Estimate to Complete ("ETC")

An [Estimate](#) of the [time](#) and/or [effort](#) required to [complete](#) the [activity](#). [D03841]

[\[PT\]](#)

Prediction or forecast of costs that will occur in the future, but are not yet committed; a cost type.

Estimates are described or qualified based on the supporting design information available at the time the estimate is prepared. In ascending order of precision and certainty, the following

Estimate, of cost

descriptions are used for estimates of the final [project cost](#), the names being a reflection of the [stage](#) in which they are prepared:

1. [Order of Magnitude](#)
2. [Feasibility](#)
3. [Capital Appropriation](#)
4. [Design Review](#)
5. Pre-[tender](#)
6. Post-[tender](#)

**Estimated
Actual at
Completion
("EAC")**

An estimate of the cost at completion based on the original planned performance. The EAC is given by the sum of the remaining cost and ACWP.

Editor's Note: A problem with the Earned Value approach to estimating the

final cost is that it does not take account of the falling away of productivity as the work comes to an end and any 'undiscovered re-work' that may emerge. [D02252]

**Estimated
Completion
Date**

The predicted date at which all requirements for a defined task will be completed.
[D00620]

[VI
4]

Estimated Cost at Completion

Actual Direct Costs, plus all related indirect costs, plus the estimate of costs, both direct and indirect for all the work remaining. See also Forecast Final Cost. [D00621]

[R]

Estimated Cost

The remaining costs to be incurred to satisfy the complete scope of a project at a

**to Complete
("ECC")**

[specific data date.](#) [IPN](#)

The difference
between the [cost](#) to
date and the
[forecast final cost.](#)

[D00622]

**Estimated Final
Cost ("EFC")**

See [Forecast Final
Cost.](#) [D00623]

**Estimated
Market**

See [Market Share.](#)
Editor's Note:
Moral [values](#) vary
considerably
between different
[cultures.](#) Moral

Penetration

values are not necessarily supported by the law of the land.

[D02719]

Estimating

✓ Calculating approximately the probable cost or value. [D00624]

[N]

The act of combining the results of post project reviews, metrics,

Estimating

consultation and informed assessment to arrive at time and resource requirements for an activity. [D00625]

[W]

Estimating

An assessment of the anticipated cost of implementing all or part of a project. [D03842]

[P]

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Estimating Costs — to — Expected Value

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Source
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Estimating Costs	The <u>process</u> of <u>forecasting</u> a future result in terms of <u>cost</u> , <u>based</u> upon <u>information</u> available at the <u>time</u> . [D03498]	[GAT]
Estimating Factor	A multiple used to <u>estimate cost</u> or <u>price based</u> on a <u>linear relationship</u>	[GAT]

with a product characteristic or an element of cost. [D03499]

Estimator's Allowance

An allowance included in a concept estimate because the estimator cannot predict the method the Consultant will use to satisfy the scope requirements

[CCCP]

for the [project](#).

[D00626]

ETC

See [Estimate To Complete](#)

Ethical

Behavior consistent with established [ethics](#) or moral [values](#). [D02720]

[\[PD-U\]](#)

A set of moral [principles](#) or [values](#): the [principal](#) of

Ethics

conduct governing an [individual](#) or group. [D00627]

[\[PMK87\]](#)

EV

See [Expected Value](#)

To appraise or determine the [value](#) of [information](#), [resources](#), or [options](#).

Editor's Note:

[\[OTOB\]](#)

Evaluate

An [evaluation](#) [271-4\]](#)
or [appraisal](#) is
usually
distinguished
by the
thoroughness
involved.
[D00628]

Evaluation

A thorough
[appraisal](#) or
[determination](#)
of the [value](#) of [PD-U\]](#)
[information](#),
[resources](#), or
[options](#). [D02721]

Evaluation Factors

Those elements (technical, cost, management, etc.) the buyer considers most important and is the basis for proposal evaluation. [CSM]
[D04088]

Evaluation of

A careful assessment of the work completed to [PD-U]

Progress

date as
compared to
the [baseline
plan](#). [D02722]

Event

A happening or
occurrence,
[outcome](#) of an
[activity](#) or
[decision](#) point
between
activities.
[D00629]

[\[NPMT\]](#)

A point that is
the beginning
or end of an

Event

activity and identified by the I-node or J-node respectively.
[D00630]

[WST]

Event

An event is an identifiable single point in time on a project. [D00631]

[PMK87]

In CPM and PERT networks, the

Event

end state for one or more activities that occurs at a specific point in time. [D00632]

[\[OTOB 271-4\]](#)

Event

The completion or beginning of an activity. [D00633]

[\[CPMUSC 176-8\]](#)

✓ A point in time when certain conditions

Event

have been fulfilled, such as the start or completion of one or more activities.

[D00634]

[CCCP]

Event oriented

A planning approach focusing on events rather than activities.

[D00635]

[NPMT]

Systems which present

Event Oriented Schedule

[information](#) in terms of [events](#) (i.e. points in [time](#)). See [Arrow Diagramming](#).
[D00636]

[\[CCCP\]](#)

A [network diagramming technique](#) in which [events](#) are represented by boxes (or [nodes](#)) connected by [arrows](#) to

Event-on-Node

show the [sequence](#) in which the [events](#) are to be [completed](#).
Used in the original [Program Evaluation and Review Technique](#).
[D00637]

[\[PMK96\]](#)

A serial [development approach](#) where

Evolutionary Development

successive increments respond to new discoveries of the previous version. [D04089]

[\[CSM\]](#)

Evolutionary Prototype

The [progressive](#) maturing of a [software](#) or [hardware](#) [product](#) by [building](#) a [model](#) and developing it into the final

[\[CSM\]](#)

product by the
progressive
introduction of
required
performance.

[D04114]

An element of
inspection
consisting of
investigation,
without the use
of special
laboratory
appliances or
procedures, of
supplies and
services to

Examination

determine
conformance to
those specified
[requirements](#)
which can be
determined by
such
investigations.
Examination is
generally non-
destructive and
includes, but is
not limited to
visual,
[audit](#)ory,
olfactory,
tactile,
gustatory, and

[\[MIL-STD
109A\]
\[QMPP\]](#)

other
investigations;
simple
physical
manipulation;
gauging, and
[measurement](#).

[D00638]

Exception

An exclusion
or [deviation](#)
from a
specified or
accepted
reference set.

[D02723]

[\[PD-U\]](#)

Exception Report

Document that includes only major variations from plan (rather than all variations).
[D00639] [PMK96]

The process of documenting those situations where there are significant deviations from the quality specifications

Exception Reporting

of a [project](#).
The assumption is made that the [project](#) will be developed within established boundaries of [quality](#). When the [process](#) falls outside of those boundaries, a [report](#) is made on why this [deviation](#) occurred.

[\[PMK87\]](#)

[\[D00640\]](#)

Exception Reports



Documentation

that focuses its attention on variations of key control parameters that are critical rather than on those that are progressing as planned. [D00641]

[PMK87]

Those occurrences that cause

Exceptions

deviation from a plan, such as issues, change requests and risks.

Exceptions can [WST] also refer to items that the cost variance and schedule variance exceed predefined thresholds.

[D00642]

The rate of

Exchange Rate

conversion
from one
currency to
another.

Exchange rates
tend to

fluctuate

overtime and
the rate is

particularly

important

when an

organization is

involved in

supplying or

receiving

goods and

services to or

[PD-U]

from another country unless a currency has been specified for the [project](#).

[D02724]

[Delays](#) that are [caused](#) by the [owner's](#) [actions](#) or inactions.

Also, the [contractor](#) is entitled to a [time](#) extension and damage [compensation](#)

Excusable Compensable Delays

for extra [costs](#) associated with the [delay](#). See also [Excusable Delays](#); [Excusable Non-compensable Delays](#); [Non-Excusable Delays](#) and [Concurrent Delays](#). [D03422]

[\[CCCP\]](#)

[Delays](#) that are

Excusable Delays

not attributable to the [contractor's action](#) or inactions. Excusable [delays](#) when founded, entitle the [contractor](#) to a [time](#) extension if the [completion date](#) is [affected](#). See also [Excusable Compensable Delays](#);

[\[CCCP\]](#)

Excusable
Non-
compensable
Delays; Non-
Excusable
Delays and
Concurrent
Delays. [D02902]

- delays that
are neither the
contractor's
nor the owner's
fault. The
contractor is
entitled to a
time extension

**Excusable
Non-
compensable
Delays**

but not to
damage
compensation.
Non-excusable
Delays -
delays that are
caused by the
contractor's or
its
subcontractor's
actions or
inactions.
Consequently,
the contractor
is not entitled
to a time
extension or
delay damages.

[CCCP]

On the other hand the [owner](#) may be entitled to liquidated or other damages. See also [Excusable Delays](#); [Excusable Compensable Delays](#); [Non-Excusable Delays](#) and [Concurrent Delays](#). [D03423]

Execution

See [Execution](#)

Period

Phase. [D02725]

**Execution
Phase**

The period within the project life cycle during which the actual work of [RMW] creating the project's deliverables is carried out.
[D00643]

✓ The senior level of

Executive

management

having the

power to

direct,

authorize and

give high-level

approvals.

[D02726]

[PD-U]

The member of

the project

board who is

responsible for

ensuring that

the system

under

development

achieves the

Executive

expected [benefits](#) and that the [project](#) is [completed](#) within the [cost](#) and [time](#) scales [approved](#) by the [IT executive committee](#).

[D03843]

[\[PNG\]](#)

The [individual](#) or [collective](#) body representing the [source](#) of

Executive Authority

[project management's authority](#). This [authority](#) may be channeled through a [project sponsor](#), or [project director](#). [D00644]

[\[FWH\]](#)

Executive Control Gate

A [control gate](#) identified, defined, and included in the [project schedule](#) by

[\[CSM\]](#)

executive
management.

[D04090]

Executive Control Point

See Control
Gate [D00359]

A point
between
project stages
when top
management
has the
opportunity to
review the
project status,

Executive Control Point

the plan for the [CCCP]
ensuing stage,
verify its
consistency
with their
latest business
objectives and
give, or
withhold,
approval to
proceed. [D00645]

✓ One or more
points in the
project life
cycle at which
the project's

Executive Control Point

[executive](#) may exercise a [go/no-go decision](#) on the continuation of [project](#) activities.

[D00646]

[FWH](#)

Executive Management

Senior [managers](#) responsible for overall [direction](#), [policy](#), and [priorities](#).

[D04091]

[CSM](#)

Expanding

In an [outline](#), making visible the collapsed [tasks](#) that are immediately subordinate to [summary tasks](#).

[D00647]

[\[MSP98\]](#)

Expectancy

Anticipation of a happening upon which hopes are founded. [D02737]

[\[Webster\]](#)

The [view](#) that

Expectancy Theory

our effort will
be greatest
when we
expect that we
can perform
the task at hand
and that we
expect to
obtain rewards
for our
performance.

Note:

individual
performance
may be
affected when
rewards are
team based and

[PMH
p324]

we do not have confidence in the rest of the [team](#). See also [Control Theory](#), [Equity Theory](#), [Goal Setting Theory](#), and [Reinforcement Theory](#). [D02637]

**Expectation
of
Accountability**

See [Accountability](#). [D02738]

**Expectation
of Reliability**

See
[Reliability](#).

[D02739]

Expectations

Looking
forward to
[events](#) that are
about to
happen. [D02740]

[\[Webster\]](#)

**Expected
Monetary
Value**

The [product](#) of
an [event](#)'s
[probability of
occurrence](#) and
the gain or [loss](#)
that will result.

[D00648]

[\[WST\]](#)

Expected Value ("EV")

A way for comparing the [values/costs](#) of different scenarios. It is calculated by multiplying the [probability](#) of an [outcome](#) [times](#) the [estimated cost](#) of that [outcome](#). See also [Most Likely Value](#).

[D03624]

[\[RMW\]](#)

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Expected Working Period — to — Extra Works

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	Choice)	
Expected Working Period	A proposed period of work, or the normal working day, week, month, year, that is expected of an employee. [D02741]	[PD-U]
	Facilitating and accelerating progress by the removal of obstacles. <i>Editor's Note:</i>	

Expediting

This is an important part of a project manager's job, especially in Procurement Management.

[D02742]

[\[Webster\]](#)

Expended

Disbursed or spent. [D02743]

[\[Webster\]](#)

Expenditure

✓ A charge against available funds, evidenced by a voucher, claim, or other documents.

[\[WST\]](#)

Expenditures represent the actual payment of funds. [D00649]

The conversion of resources. An expenditure is an event.

Conversions of resources may take several forms :

1. Exchange:
conversion of
title or
ownership

Expenditure

- (e.g., dollars for [materials](#)),
2. Consumption: conversion of a liquid [resource](#) to a [\[PMK87\]](#) less recoverable state, i.e., expenditures of [time](#), [human resources](#), dollars to produce something of [value](#), or the

incorporation
of
inventoried
materials into
fixed assets.

[D00650]

A sum of money
paid out for work
relating to the
project as
evidenced by an
invoice, receipt or
similar payment
voucher. For
control purposes

Expenditure

expenditures should be recognized when [payment](#) vouchers are [approved](#) by the [project manager](#), i.e. long before [accounts payable](#) disburses funds or cheques are cleared at the [bank](#). [D00653]

[\[CCCP\]](#)

Expenditure

A using up of money or [time](#) for [goods](#) and [services](#). [D02754]

[\[PMDT\]](#)

**Expenditure
Authority**

The senior [management](#) responsible for giving permission for, or the [actual approval](#) of, disbursement of funds. [D02746]

[\[PD-U\]](#)

**Expenditure
Management
Report
("EMR")**

A fiscally-oriented [project expenditure report](#) that includes a number of special

[\[PMIS\]](#)

Cost Types. [D00651]

Expenditure to Budget

A comparison of,
or the difference
between, the
amount expended
and the
corresponding
budget allocation.
[D02745]

[PD-U]

Expenditure

✓ The sum of all
direct costs for a
particular activity,
work package or
whole project, up

[PD-U]

to Date

to the most recent [cutoff date](#). See also [Total Expenditure to Date](#). [D02597]

Expenditure to Date

The amount [recorded](#) as [actually](#) disbursed and accrued on an [activity](#) or whole [project](#) up to the current cutoff or [data date](#). [D02744]

[\[SU\]](#)

[Cost](#) of [operation](#)

Expense

and [maintenance](#) of activities on the accrual basis for a fiscal [period](#) as distinguished from [cost](#) of [acquisition](#) of property. [D02755]

[\[PMDT\]](#)

Experience

The [knowledge](#) gained by direct exposure and [involvement](#) in real-life practical [conditions](#). [D02747]

[\[Webster\]](#)

An [effort](#) to

Experiment

discover or confirm some [principle](#) or effect usually in some scaled down form such as a mockup, or surrogate form such as a [computer model](#). [D02748]

[\[PD-U\]](#)

Expert

One who is [skilled](#) by virtue of learning and [experience](#). [D02749]

[\[Webster\]](#)

The ability (of a

Expert Power

project manager)
to gain support
because project
personnel
perceive the
project manager as [PMDT]
possessing special
knowledge or
expertise (that
functional
personnel
consider
important.) [D02891]

A specialized, in-
depth body of
knowledge, skills,

Expertise

and [competence](#) that is a major, identifiable [component](#) of the relevant [discipline](#). [D03621]

[19]

A [formal review](#) performed in lieu of a full [C/SCSC demonstration review](#), when [contractor conditions](#) have [changed](#) or when [programs change](#) from one [phase](#) to

Extended Subsequent Applications Review ("ESAR")

another. For example, when a [program](#) moves from [research and development](#) into [production](#), when [contractors](#) move [programs](#) from one [facility](#) to another, or when contractors make significant changes to their [C/SCSC systems](#) descriptions.

[D00654]

[\[WST\]](#)

External

Literally: outside. Usually refers to someone, or some [influence](#), that is not [part](#) of or from the [organization](#) or the [project team](#).

[D02750]

[\[PD-U\]](#)

External Constraint

A [constraint](#) from outside the [project network](#). [D00655]

[\[WST\]](#)

External

[Politics](#) that are beyond the [influence](#) of the

[\[PD-U\]](#)

Politics

[project team.](#)

[D02751]

**External
Procurement
Sources**

Extra-firm [sources](#)
including [industry](#)
contacts, [market](#)
[data](#), [competitive](#)
[intelligence](#) and
[regulatory](#)
[information](#) which
could aid
[procurement](#)
[decision-making.](#)

[D00656]

[\[PMK87\]](#)

Externalities

Conditions that are beyond the influence of the project team.

[D02752]

[PD-U]

Extinction

The end of all activity on a project, usually before meeting its stated objectives. The end results of a project terminated by extinction are neither terminated by inclusion or integration. [D00657]

[OTOB
271-4]

Extra Work Order	See field order [D00658]	
Extra Works	Requirements that require additional effort that were not contemplated in the original contract or agreement . [D02753]	[PD-U]

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f — to — Financial

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f

See [Sampling Frequency](#)

Fabrication

The making, [building](#), [construction](#), or [assembly](#) of [parts](#) into a whole.

Editor's Note: In [\[W\]](#) other circumstances, this term also means to devise falsely! [D02756]

FAC

See [Forecast At](#)

Completion

Facilitating

Enabling activities to proceed or be completed through encouraging compromise and acceptance and/or by removing obstacles or otherwise making the activities easier. [D02757]

[P]

A person who

Facilitator

makes it easier for other people to accomplish [objectives](#) by [offering](#) advice and assistance in [solving problems](#), either with [technical issues](#) or with other people. [project managers](#) are often referred to as facilitators.

[D00659]

10
27

A [life cycle](#) which encompasses [phases](#) of

Facilities/Product Life Cycle

operation and disposal, as well as, and following, the project life cycle. [D00660]

[P]

Facilities/Product Life Cycle

✓ A life cycle which encompasses the project life cycle as well as the phases of operation and disposal. [D00661]

[F]

✓ In project work,

Facility

this term usually refers to the constructed environment, e.g. [buildings](#), [structures](#), [infrastructure](#), [plant](#) and equipment. [D02759]

[P]

Any [building](#), [plant](#), [installation](#), [structure](#), mine, vessel or other [floating craft](#), [location](#), or [site](#) of [operations](#),

Facility

owned, [leased](#), or [\[G\]](#)
supervised by a
[Contractor](#) or
[subcontractor](#),
used in the
[performance](#) of a
[contract](#) or
[subcontract](#).
[D03500]

Factor

An [element](#) or
[influence](#) that
operates on or has
an [affect](#) on a [\[W\]](#)
[calculation](#),
[product](#) or result.
[D02760]

Failure

A deficiency,
defect,
nonperformance
or non-
conformance with
specified
requirements.

[P]

[D02761]

Failure

An event in which
any part of an item
does not perform
as required by its
performance
specification.

[P]

[D02762]

Failure

✓ The inability to perform. [D04092]

[C]

Fair and Reasonable Cost

Costs that do not exceed what an ordinary, prudent person in the conduct of competitive business would incur. [D04093]

[C]

A price based on reasonable costs

Fair Market Price

under normal [competitive conditions](#) and not on lowest possible [cost](#).
[D03501]

[\[G\]](#)

Fallback Position

Alternative or second choice.
[D02316]

[\[D\]](#)

The starting or [implementation](#) of a [project](#) by overlapping activities, commonly

Fast Track

entailing the overlapping of [design](#) and [construction](#) (or [manufacturing](#)) activities. [D00662]

[\[P\]](#)

Fast Tracking

✓ Compressing the [project schedule](#) by doing some or all of [certain](#) activities in parallel that would normally be done in [sequence](#) (such as [design](#) and

[\[P\]](#)

construction).

[D00663]

Fast Tracking

The process of reducing the number of sequential relationships (FS) and replacing them typically with parallel relationships (SS). [D00664]

[W]

Fault

Failure to perform. [D04094]

[C]

Feasibility

The assessment of capability of being completed: the possibility, probability and suitability of accomplishment.

[D00665]

[P]

✓ Project

Feasibility has two dimensions:

- Technical Feasibility,

Feasibility

- i.e. will the [product work](#)? And
- Business Feasibility, i.e. will the [product](#) be right for our [organization](#)?

[D00668]

[P]

Feasibility Budget

The [authorized appropriation](#) of funds to cover the [cost](#) of [work](#) in the [feasibility phase](#) only. [D00666]

[C]

Feasibility Phase

See [Development Phase](#) [D00667]

Feasibility Report

A [document](#) that sets out all solutions considered to meet a [particular](#) set of [project requirements](#), [evaluates](#) the ability of each to meet [project objectives](#), gives an [outline](#)

description of the [recommended](#) solution, and explains the reasons for [selection](#). [D00669]

✓ The [methods](#) and [techniques](#) used to examine [technical](#) and [cost data](#) to determine the economic potential and the practicality of [project applications](#). It

Feasibility Study

involves the use of [techniques](#) such as the [time value of money](#) so that [projects](#) may be [evaluated](#) and compared on an equivalent basis. Interest rates, present [worth factors](#), [capitalization costs](#), [operating costs](#), [depreciation](#), etc., are all considered. [D00670]

[P]

Feasibility Study

A [study](#) to examine the viability of taking on a [project](#).

[D00671]

[C]
176

Feasible Project Alternatives

[Reviews](#) of available alternate [procurement actions](#) which could attain the [objectives](#). [D00672]

[P]

Fee

[Cost-type contract profit](#). [D02763]

[P]

Fee

✓ A reward or compensation for services. [D02764]

[W

Fee

A negotiated dollar amount to motivate and compensate contractors for performance on cost reimbursable contracts. A fee may be fixed or vary in accordance with

[C

an [incentive](#) or
[award](#) formula.

[D04095]

Feedback

[Information](#) ([data](#))
extracted from a
[process](#) or
situation and used
in [controlling](#)
(directly) or in
[planning](#) or
modifying
immediate or
future [inputs](#)
([actions](#) or
[decisions](#)) into the
[process](#) or

[P]

	situation [D00673]	
Feedback	 The flow of <u>information</u> from those who have <u>experience</u> to those who need the <u>information</u> . [D02317]	<u>ID</u>
FF	See <u>Free Float</u>	
FFP	See <u>Firm Fixed Price Contract</u>	

Field

A [location](#) in a sheet form or [chart](#) that contains a [specific](#) kind of [information](#) about a [task](#) or [resource](#). In a spreadsheet, for example, a field is the intersection of a column and a row. In an [input](#) form a field is a named box or place to insert [data](#). [D00674]

[\[M\]](#)

Field Clarification

A Site Instruction issued to a construction contractor. A written pro-forma document intended to clarify or interpret the contract drawings or specifications at no change to the contract price.

[D00675]

costs associated with the project site rather than with the home

[C]

Field Cost

office.

Field Order Or
Emergency Field
Order, or
Emergency Work
Order. An
unplanned
authorization for a
construction
contractor to
perform work
beyond the scope
of its contract and
hence a
commitment
document. A field
order is generally

[P]

[C]

issued in response to an urgent situation encountered during construction. It constitutes an extension to the contract. [D00676]

Field Inspection

An inspection at the site of the work or job site. [D02765]

[P]

FIFO

See First In, First

Out

File

A group of
records. [D00677]

[C
17]

File Transfer

The transfer of an
electronic file
from one storage
device to another.
May also refer to
the final closing
of project files
and their removal
to a permanent
archive. [D02766]

[P]

Filter

A [facility](#) allowing subsequent commands to operate only on [records](#) that conform to specified [criteria](#).
[D00678]

[W]

Final Completion

When the entire [work](#) has been performed to the [requirements](#) of the [contract](#), except for those [items](#) arising from

[P]

the provisions of [warranty](#), and is so certified.

[D00679]

Final Contract Review

A [control gate](#) at which the [buyer approves](#) the [contractor's contract](#) closeout.

[D04096]

Final Design

The [documentation](#) that describes the ultimate "As-

Delivered"
configuration to
provide for
replication. [D04097]

Final Objectives

Those objectives
that represent the
ultimate outcome
of negotiations
and discussions.
Typically, the
project objectives
contained in a
project's
approved plan by
which it is to be
managed. [D02767]

[P]

Final Payment	Final settlement paid at contract completion of the contractually obligated amount including retention . [D00680]	[P]
Finance	Money available for disbursement. Typically refers to the source of funding for project activities. [D02768]	[P]

Financial	Pertaining to <u>finance</u> . [D02769]	<u>[W</u>
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*Widened
Comparative
Glossary
Project Management
Terms v2*

Financial Administration — to — Float Trend Charts

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Term	Definition (links in blue;  signifies	Source
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Editor's
Choice)

**Financial
Administration**

That part of the
organization
responsible for,
or the act of,
directing and
managing the
financial
activities of the
organization,
program,
project or major
work package.

[D02770]

[PD-U]

Financial Analysis

See [Cost Benefit Analysis](#). [D02772]

Financial Close-out

[Accounting analysis](#) of how funds were spent on the [project](#).

Signifies a point [\[PMK87\]](#) in [time](#) when no further charges should be made "against" the [project](#). [D00681]

Financial Control

Exercise of control on payments of supplier's invoices. [D00682]

[PMK87]

Financial Management

Management of the financial activities of the organization, program, project or major work package. [D02773]

[PD-U]

Standard ratios

Financial Ratios

established in the [financial](#) world by which the merits of an [opportunity](#), i.e. [project](#), may be judged or compared.

[D02774]

[\[PD-U\]](#)

Financial Sourcing

The finding and securing of the necessary [funding](#) for a [project](#). [D02775]

[\[PD-U\]](#)

Financial Viability

The extent to which a [program](#) or [project](#) can be justified or sustained [financially](#).

[D02776]

[\[PD-U\]](#)

Financing

Involves the [techniques](#) and [methods](#) related to providing the [Sources](#) of monies and [methods](#) to raise funds (stock,

[\[PMK87\]](#)

mortgages,
[bonds](#),
innovative
financing
[agreements](#),
[leases](#). etc.)
required for the
[project](#). [D00683]

Finish

End. [Complete](#)
in all respects.
No further
[work](#), or
[rework](#),
required. [D02777]

[\[PD-U\]](#)

Finish Date

A calendar date associated with an activity's completion.

Usually qualified by one of the following:

actual, planned, estimated, scheduled, early, late, target or current. [D00684]

[PMK96]

✓ The actual or estimated time

Finish Date

associated with an [activity's completion](#). [\[WST\]](#)

[D00685]

The amount of excess [time](#) an [activity](#) has at its [finish](#) before a [successor activity must start](#). This is the difference between the start date of the [predecessor](#) and the [finish date](#) of the current

Finish Float

[activity](#), using the early or late [schedule](#). (Early and [Late dates](#) are not mixed.) This may be referred to as [slack time](#). All [floats](#) are calculated when a [project](#) has its [schedule](#) computed.

[D00686]

[\[WST\]](#)
[\[PMST\]](#)

Finish to

See [logical relationship](#).

[\[PMK96\]](#)

Finish

[D00687]

Finish to Finish Lag

The minimum amount of time that must pass between the finish of one activity and the finish of its successor(s).

All lags are calculated when a project has its schedule computed.

Finish-to Finish lags are often

[WST]
[PMST]

used with [Start-to-Start](#) lags.

[D00690]

Finish to Start

See [Logical Relationship](#).

[D00688]

The minimum amount of [time](#) that must pass between the [finish](#) of one [activity](#) and the start of its [successor](#)(s).

Finish to Start Lag

The [default finish-to-start](#) lag is zero. All lags are calculated when a [project](#) has its [schedule](#) computed. In most cases, [Finish-to-Start](#) lags are not used with other lag types. [D00691]

[\[WST\]](#)
[\[PMST\]](#)

The last [activity](#) that must be [completed](#)

Finishing Activity

before a [project](#) can be considered [finished](#). This [activity](#) is not a [predecessor](#) to any other activity — it has no [successors](#). Many PM [software packages](#) allow for multiple [finish](#) activities. [WST]

[D00689]

A [contractual](#)

**Firm Fixed
Price Contract
("FFP")**

form in which
the price and
fee are
predetermined
and not
dependent on
cost. [D00692]

[SPM 304-
9]

**Firm Fixed
Price Contract
("FFP")**

A lump sum
contract where
the supplier
agrees to
furnish goods or
services at a
fixed price.
[D00693]

[PMK87]

**Firm Fixed
Price Contract
("FFP")**

✓ A contract where the buyer pays a set amount to the seller regardless of that seller's cost to complete the work. [D00694]

[WST]

**Firm Fixed
Price Contract**

A contract that provides for a price that is not subject to any adjustment on the basis of the contractor's

[GAT]

cost experience
in performing
the contract.

[D03502]

Firmware

Software
programs
contained in
read-only
memory. [D00695]

[SPM 304-
9]

Firmware

✓ The read only
computer
instructions
resident within
hardware.

[CSM]

First In, First Out ("FIFO")

For [inventory accounting purposes](#), the first unit into the [inventory](#) is assumed to be the first unit to be drawn out. The inventory [value](#) assigned to any unit drawn out is the [\[GAT\] value](#) of the first unit [recorded](#) as still being in inventory. It

does not matter which unit is physically drawn out of inventory. See also [LIFO](#).

[D03503]

Fiscal Year

Any 12-month [period](#) for [financial planning and reporting purposes](#). [D04099]

[\[CSM\]](#)

Fixed Cost

A cost that stays the same over time, such as for materials, regardless of the task duration or how much work a task requires. [D00696]

[MSP98]

✓ Costs that remain constant as production volume varies in the relevant range of production.

[GAT]

Fixed Cost

Fixed cost per unit decreases as total fixed cost is spread over an increasing number of units.
[D03504]

Fixed Costs

Costs that do not vary with the volume of activity such as accommodation, insurance, depreciation, security and

[RMW]

minimum fees
for utilities.

[D02318]

Fixed Date

A [calendar](#) date
(associated
with a [plan](#)) that
cannot be
moved or
[changed](#) during
the [schedule](#).

[\[WST\]](#)

[D00697]

A type of
[contract](#) in
which the fee
remains

Fixed Fee

constant
irrespective of
the amount of
work involved.
[D02778]

[PD-U]

Fixed Finish

See Imposed
Finish. [D00698]

Fixed Price

A type of
contract in
which the
amount to be
paid is fixed for
a specified
amount of work

[PD-U]

or specified
[deliverables](#).

[D02779]

**Fixed Price
Contract
("FP")**

Same as Firm
[Fixed Price](#).

[D00699]

[\[SPM 304-9\]](#)

A generic
category of
[contracts](#) [based](#)
on the
establishment of
firm [legal](#)
[commitments](#) to
[complete](#) the

Fixed Price Contracts

required work.

A performing contractor is legally

obligated to finish the job, no matter how much it costs to complete. Risks of all cost growth rest on the performing contractor.

[D00700]

[WST]

Provides the Supplier with a fixed price for

**Fixed Price
Plus Incentive
Fee Contract
("FPPIF")**

delivered
[performance](#)
plus a
predetermined
fee for superior
[performance](#).
[D00701]

[\[PMK87\]](#)

Fixed Start

See [Imposed
Start](#). [D00702]

Fixed-

A [scheduling
method](#) in
which,
regardless of
the number of

**Duration
Scheduling**

resources

[WST]

assigned to the
task, the
duration
remains the
same. [D00703]

Flexibility

The Current FY
Budget
Allocation less
the sum of
(Work-to-Date
plus
Obligations).
[D00704]

[PMIS]

Flexible

Capable of being easily modified, usually by [agreement](#) or under appropriate circumstances.
[D02780]

[\[PD-U\]](#)

Float

Available [time](#) for [activity](#) execution less [time](#) taken by the [activity](#).
[D00705]

[\[NPMT\]](#)

Float

The amount of [time](#) that an [activity](#) can slip past its [duration](#) without [delaying](#) the rest of the [project](#). The [calculation](#) depends on the float type. See [Start Float](#), [Finish Float](#), [Positive Float](#), and [Negative Float](#). All float is calculated when a [project](#) has its [schedule](#)

[\[WST\]](#)
[\[PMST\]](#)

computed.

[D00706]

Float

Same as [Slack Time](#). [D00707]

[\[SPM 304-9\]](#)

Float

See also [Free Float](#) [D00708]

Float

The [full time](#) for an [activity](#) during which it can be [delayed](#) without [delaying](#) the

[\[CPMUSC 176-8\]](#)

overall
program. [D00709]

Float

The additional
time available
to complete
non-critical
activities or
work items
without
affecting the
critical path
(i.e. the total
project
duration). [D00710]

[CCCP]

Float

The amount of time that an activity may be delayed from its early start without delaying the project finish date. Float is a mathematical calculation and can change as the project progresses and changes are made to the project plan. Also called slack, total

[PMK96]

[float](#), and [path float](#). See also [free float](#). [D00711]

Float

✓ The difference between the [time](#) available for [performing](#) a [task](#) and the [time](#) required to [complete](#) it. If the [total float](#) for a [task](#) equals zero, then that task is on the [critical path](#).

[D00712]

[OTOB
137]

Float

A measure of the [time flexibility](#) available in the [performance](#) of an [activity](#).

Available in three flavors; [Total Float](#), [Free Float](#) and [Independent Float](#). [D03844]

[\[PNG\]](#)

A [chart](#) showing

Float Trend Charts

the [progressive](#)
[change](#) in
[schedule float](#).

[\[PD-U\]](#)

[D02781]

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Floating Task — to — Freight

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Term	Definition (links in blue signifies Editor's Choice)
	A task that can be perform

Floating Task

earlier or later in the [schedule](#) without, [affectin](#) the [project duration](#), [D0071

Flow Chart

A [graph](#)ical explanation o
[particular process](#). [D02319]

Flow Diagram

[Graph](#)ical representation
an [information process](#).
[D00714]

FM

See [Functional Manager](#)

[Work](#) that is expected to f

Follow-on Work

as a result of current [work](#)
This may be a subsequent
[project](#), an enhancement, or
the [maintenance](#) of the
[product](#) of the current
[project](#). [D02782]

Folly

An art form developed by
hide bound in which the
same old mistakes are made
- but different [results](#) are
expected. [D03862]

Force Account

See [Day Work Account](#)
[D00715]

Forced Analysis

Most PM [software](#) can for [schedule analysis](#) where a [project](#) is re-analyzed even if no new [data](#) has been entered. The feature is used for an [analysis](#) on the [project](#) by itself after it has been analyzed with other projects in [multi-project processing](#) (or vice versa). A leveled [schedule](#) may also be removed by [forcing schedule analysis](#). [D02254]

The [project manager](#) uses [power](#) to direct the solution

Forcing

This is a type of win-lose agreement where one side gets its way and the other does not. [D00716]

Forecast

An estimate and prediction of future conditions and events based on informati and knowledge available the time of the forecast.
[D00717]

**Forecast At
Completion
("FAC")**

Scheduled cost for a task.
[D00718]

**Forecast
Final Cost**

See [Estimate at Completion](#)
[D00719]

**Forecast
Final Cost**

The anticipated [cost](#) of a [project](#) or [component](#) when it is [complete](#). The sum of the [committed cost](#) to date and the [estimated cost to complete](#). [D00720]

**Forecast
Final Cost**

✓ The sum of [committed cost](#) and [estimated cost](#) to [complete](#).
See [Cost Types](#). [D00721]

Estimation of the [work](#) still to be done

**Forecast
Remaining
Work**

to be done to [complete](#) a [project](#) or [activity](#) as of the given [cutoff date](#). [D02783]

**Forecast To
Complete**

See [Estimate to Complete](#)
[D00722]

**Forecast to
Completion
("FTC")**

[Forecast To Completion](#) is the [cost](#) to [completion](#) based upon the [actual performance](#) to date and assumes that the rate of [expenditure](#) continues as at present i.e. $FTC = \frac{ACWP}{\% \text{ complete}} \times 100$
[D02253]

Forecasting

Estimating in advance,
trending. [D00723]

Forecasting

✓ The work performed to
estimate and predict future
conditions and events.
Forecasting is an activity
the management function of
planning. Forecasting is
often confused with
budgeting, which is a
definitive allocation of
resources rather than a
prediction or estimate. [D0

Forecasting

✓ The collection of the la
available [information](#) on
[time](#), [costs](#), [productivity](#)
(etc.) to date, as a basis fo
[estimating](#) final [outcomes](#)
[D02784]

Foreign

Belonging to another
[company](#), [organization](#),
nation or country. [D02785]

Form of Organization

See [Organization Structur](#)
[D02786]

1. For [Hardware](#): [Data](#)

Form, Fit and Function Data

relating to [items](#),
[components](#), [process](#)
that are sufficient to
enable physical and
functional
interchangeability, as
well as [data](#) identify
[source](#), size,
[configuration](#), mating
and attachment
[characteristics](#),
functional
[characteristics](#), and
[performance](#)
[requirements](#).

2. For [Computer Software](#): Data identifying [source](#),

functional characteristics, and performance requirements, but specifically excludes the source code, algorithm, process, formulae, and flow charts of the softwar

[D03505]

Formal

✓ Done according to established custom. [D02787]

Done in accordance with official, conventional, or

Formal

customary form. Done with ceremony. [D02849]

**Formal
Authority**

A project manager's ability to gain support because project personnel perceive the manager as being officially empowered to issue orders. [D02795]

**Formal
Authority**

The ability (of a project manager) to gain support because project personnel perceive the project manager as being officially

empowered to [issue](#) order
[D02888]

Formal Bid

Bid/quotation/letter/[proposal](#) submitted by the prospect [suppliers](#) in response to the [Request for Proposal](#), [Request for Quotation](#). [D0

Formal Qualification Review

A joint [control gate](#) at which the [Buyer](#), based on [analysis](#) and [test data](#), determines if the [Seller's design](#) will survive the [qualification](#) environment as defined in [System Specifications](#). [D0

Formative Quality Evaluation

The process of reviewing project data at key junctur during the project's life cy for a comparative analysis against the pre-established quality specifications. The evaluation is ongoing duri the life of the project to ensure that timely changes can be made as needed to protect the success of the project. [D00727]

Forming

The first stage of Team Building where members to know each other and se

up ground [rules](#) on behavior
[D03845]

Formulation

The [process](#) of putting together in a [prescribed](#) form. [D02788]

Forward Pass

A [procedure](#) within [time analysis](#) to determine the [early start](#) and [early finish dates](#) of activities. [D00728]

Forward Pass

✓ Calculating the [earliest start](#) dates moving from left to right along a [network](#).
[D00729]

Forward Pass

Calculation of the earliest start and earliest finish date on a precedence network. [D00730]

Forward Pass

Network calculations which determine the earliest start/earliest finish time (date) of each activity. The calculations are from start date through the logical flow of each activity. [D00731]

The process of calculating the early start and early

**Forward
Pass**

[finish dates](#) of [project](#)
activities. See also [netwo](#)
[analysis](#). [D00732]

FP

See [Fixed Price Contract](#)

FPPIF

See [Fixed Price Plus](#)
[Incentive Fee Contract](#)

Fragnet

See [Subnet](#). [D00733]

A [structure](#) providing
[support](#). The [structure](#) ma

Framework

be physical as in [construction](#), or notional as in the [display](#) of ideas. [D00734]

Free Float

The amount of [time](#) an [activity](#) can be [delayed](#) without [delaying](#) the [early start](#) of any immediately following activities. See also [float](#). [D00734]

Free Float ("FF")

The amount of [time](#) (in [work units](#)) an [activity](#) may be [delayed](#) without [affecting](#) [early start](#) of the [activity](#) immediately following.

[D00735]

Free Float

✓ The maximum amount by which an activity can be delayed beyond its early dates without delaying any successor activity beyond early dates. [D00736]

The excess time available before the start of the following activity, assuming that both activities start on their early start date. Free float is calculated in the following way: Free Float = Earliest Start of Following

Free Float

Activity - Earliest Start of
Present Activity - Duratio
of Present Activity. On the
activity's calendar, free fl
is the length of time from
end of the activity to the
earliest early start date fr
among all of its successor
If the activity has no
successors, the project fir
date is used. Since free fl
is meaningless for
hammocks, it is set to zero
For the common case whe
all lags are finish-to-start
lags of zero, the free float
represents the number of
work days that an activity

can be delayed before it affects any other activity in the project. [D02255]

Free Float

The amount of time an activity may be delayed without causing any knock-on delay to successor activities. [D03846]

Free Riding

An undesirable condition in which one or more team members does less work than others, typically with malicious intent to take advantage of other team

members or the organizati
[D02340]

Free Riding

A situation where some project team members do less work than the others.
[D02641]

Free Slack

The amount of time a task can slip without delaying another task. For a task without successors, free slack is the amount of tim the task can be delayed without delaying the finis date of the project. [D00737]

Freight	<u>Supplies</u> , <u>goods</u> , and transportable property. [D03506]
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Frequency — to — Fuzzy Front End

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Sou

Frequency

The rate at which something is repeated, typically at short intervals.

[D02796]

[\[Webs](#)

Front End

✓ That [part](#) of the [project life cycle](#) that is at the very beginning, or even just before.

Editor's Note:

Since there is no unanimity of opinion as to when a [project](#) starts, this term is ambivalent. [D02797]

[\[PD-U](#)

Front End

See [Concept Phase](#)
or [Opportunity Phase](#). [D03437]

FTC

See [Forecast to Completion](#)

Full and Open Competition

The [process](#) by which all responsible [bidders](#) are allowed to compete. [D04100]

[\[CSM\]](#)

**Full
Operational
Capability**

The attainment of specified performance in the operational environment. [D04101]

[CSM]

Full Time

One who works all of the standard time (on a project.) This is distinct from one who must divide their time between two or more projects. [D02798]

[PD-U]

A top down

Function Point Analysis

software development estimating technique which was developed by A.J. Albrecht whilst working for IBM. It entails breaking a project down into 'Function Points' which are classified by degrees of complexity. Factors are then applied from which time estimates may be

[PNG]

developed. [D03847]

Function Points

A software attribute that is described by inputs, outputs, master file inquiries, and system interfaces. Used for cost estimation, sizing maintenance, and evaluating enhancements.
[D04102]

[CSM]

**Function,
project
management**

The series of processes by which the project objectives in that particular area of project management, e.g. scope, cost, time, etc., are achieved.
[D00738]

[PMK]

**Function-
Quality**

The process of actively ensuring that quality plans and programs are integrated, mutually consistent, necessary and

[PMK]

Integration

sufficient to permit the [project team](#) to achieve the defined [product quality](#),
[D00748]

Functional Analysis

The [graphical](#) representation of [system](#) functions in a [logical](#) diagram (called a Behavior Diagram.) [D04002]

[\[CSM\]](#)

An engineering [audit](#) of a [Configuration Item](#)

Functional Configuration Audit

(CI) or system conducted by the Buyer to verify that the performance test results of the "As-built" item are in accordance with the performance specification of the item. The FCA, with the results of the Physical Configuration Audit (PCA), is the decision point to confirm that the design is ready for either integration

or replication.

[D00739]

**Functional
Line Manager**

The person
accountable for the
competency and the
usage of personnel
resources

[SU]

committed to the
execution of
assigned portions
of a project. [D03782]

The standard
departments of a
business

Functional Management

organization that represent individual disciplines such as engineering, marketing, purchasing, accounting, and so on. [D00740]

[OTO
271-4]

Functional Manager

A manager responsible for activities in a specialized department or function (e.g., engineering,

[PMK

manufacturing,
marketing). [D00741]

Functional Manager ("FM")

✓ The person responsible for the business and technical management of a functional group.
[D00742]

[WST]

Functional Matrix

✓ An organization type where the project has a team leader in each functional department and the

[WST]

products are
passed from one
team to the next.

[D00743]

An organizational structure where the
project has a team leader in each
functional
department and the
products are
passed from one
team to the next.

Editor's Note:

Sometimes

referred to as

"Throwing it - the

Functional

[PNG]

Matrix

product - over the wall" to the next functional department responsible for the next adding value process. Not recommended in today's global pressure cooker!
[D03848]

An organization structure in which staff are grouped hierarchically by

Functional Organization

specialty (e.g., [production](#), [marketing](#), engineering, and [accounting](#) at the top level; engineering, further divided into mechanical and electrical). [D00744]

[\[PMK\]](#)

Functional Organization

The hierarchical [organization](#) of a [staff](#) according to their specialty. [D00745]

[\[WST\]](#)

Functional Organization

✓ The form of organization in which all people with a particular kind of skill (such as engineering) are grouped in a common department, reporting to a single manager for that particular functional specialty. [D00746]

[SPM
9]

Those who work for a functional

Functional Personnel

department such as accounting or marketing and, even though contribute to the work of a project, are responsible to their functional manager for the quality of their work. [D02799]

[PD-U]

Plans for marketing, production and inventory, and similar functions

**Functional
Plan,
administrative**

that are presented in a [matrix organization](#) as they would be in a traditional [organization](#). They are drawn up by the [resource managers](#) for their units [D02801]

[\[PMD\]](#)

Functional

In architectural [building work](#), a [conceptual](#) layout of a [building](#) showing how the total space is

[\[PD-U\]](#)

**Plan,
architectural**

allocated to the various activities contemplated within the building. See also [Functional Program](#). [D02800]

**Functional
Program**

A [written](#) description of the [Owner](#) or [user](#) [needs](#) that must be fulfilled by a proposed [facility](#). The description generally has a statement of the functions,

[\[CCCI\]](#)

production
capacity and
similar criteria. It
is a component of
the conceptual
design. [D00747]

Contract
requirement stated
in terms of the
objectives that
must be achieved
under the contract.
Editor's Note: In
architectural
usage, functional

Functional

Requirements	<i><u>requirements</u> are typically <u>displayed</u> as a <u>Venn diagram</u> showing the various activities within a <u>building</u> and their <u>relationships</u> and the relative areas required.</i> [D03507]	<u>[GAT]</u>
---------------------	---	--------------

	An <u>obligation</u> that a <u>Functional Line Manager</u> has accepted from his/her immediate <u>supervisor</u> to	
--	---	--

manage assigned resources in a designated area, for the purposes of achieving the following objectives:

Resource Competency

- Ensuring that assigned personnel produce results in a competent, timely and

Functional Responsibility

- cost-effective
manner.
- Developing assigned personnel to their highest possible level of competency.
- Developing standards which define the desired levels of competency.

[SU]

Resource Usage

- Determining and recommending the optimum size and mix of personnel needed to produce the desired results.
- Assigning tasks and duties to personnel so as to achieve maximum benefits for the

organization.

[D03783]

Functionality

The functions to be performed as specified in the project's product requirements (objectives). The functionality will generate revenue, or make savings, which will repay the financing. The value of the functionality is measured by the

[23]

ratio of the cost of achieving the functionality to the benefit it delivers.
[D02621]

Functionality

✓ The actions that the project deliverables are, or should be, capable of performing. [D02802]

[PD-U

The status of internal fund allocation, or

Funding

allocation by an external agency, if applicable, to enable payment for the performance of the project scope. The status of internal or external monies available for performing the work. [D00749]

[PMK]

Funding Profile

An estimate of funding requirements. [D00750]

[WST]

Funding Profile

✓ Time-phased project funding usually displayed in spreadsheet or graphical format.
[D04103]

[CSM]

Future Value

The calculation of the value of an asset at some specified time in the future after taking into account the change in value due to interest, appreciation or

[PD-U]

	depreciation over the intervening period . [D02803]	
Fuzzy Front End	See Front End , especially the Editor's Note. [D02804]	

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G&A; — to — Guideline

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G&A;

See [General and Administrative Costs](#)

GAAP

See [Generally Accepted Accounting Principles](#)

Gain Sharing Arrangements

[Contractual](#) arrangements under which two or more [parties](#) share the [benefits](#) of an asset, i.e. the [project](#)

[\[PD-U\]](#)

[deliverable](#).

[D02805]

Game Plan

An overall [approach](#) to achieve a major [objective](#). [D02329]

[\[PPS&C p59\]](#)

Gantt

See [Gantt Chart](#)
[D02177]

Gantt Bar

A [graphic element](#) on a [Gantt Chart](#) representing the [duration](#) of a

[\[MSP9\]](#)

task. [D00752]

Gantt Chart

A Gantt chart is a time-phased graphic display of activity durations. It is also referred to as a bar chart. Activities are listed with other tabular information on the left side with time intervals over the bars. Activity

[WST]

durations are shown in the form of horizontal bars.
[D00751]

Gantt Chart

✓ A chart using time lines and other symbols that illustrates multiple, time-based activities or projects on a horizontal time scale. [D00753]

[OTOB
271-4]

Gantt Chart

A graphic display of schedule related information. In the typical Gantt Chart, activities are listed down the left side of the chart, dates are shown across the top, and planned activity durations are shown as date-placed horizontal bars. Also called a "bar chart."

[D00754]

[PMK9]

Gantt Chart

A [view](#) that includes a list of [tasks](#) and a [graphical](#) representation of those [tasks](#) using [Gantt bars](#). [D00755]

[\[MSP9\]](#)

A [graphic display](#) of [activity durations](#).

Activities are listed with other tabular

Gantt Chart

[information](#) on the left side with [time](#) intervals over the bars.

[\[PMST\]](#)

[Activity durations](#) are shown in the form of horizontal bars.
Editor's Note: Also referred to as a [Bar Chart](#).

[D03598]

Gantt Charts

See [Bar Charts](#)

[D00756]

Gantt, Henry

The inventor of the [Gantt Chart](#).
[D00757]

[\[WST\]](#)

Gates

See [Control Gate](#). [D02806]

General Accounting System

The [financial management system](#) used to categorize and apportion fiscal matters. [D04104]

[\[CSM\]](#)

[Expenses](#) for the general

**General and
Administrative
Costs ("G&A;")**

management and
administration of
the business unit.
For example,
includes
insurance, legal
fees, bid and
proposal,
independent
research and
development, and
interest expenses.
[D04105]

[CSM]

General
definition of the
legal

General Conditions

relationships and responsibilities of the parties to the contract, and how the contract is to be administered.

They are usually standard for a corporation and or project. [D00758]

[PMK8]

Skills that are appropriate to general management as

General Management Skills

distinct from those [skills](#) that are appropriate to [project management](#).

[\[PD-U\]](#)

Generally, such skills are more in depth and narrower while [project management](#) required skills cover more ground but are in less depth. [D02807]

The [mandatory](#)

General Provisions

clauses (by law or regulation) for contracts of a type, sometimes called boilerplate. Unique clauses are called Special Provisions.

[D04106]

[CSM]

General

Non-technical specifications defining the scope of work, payments, procedures.

[PMK8]

Requirements

[implementation constraints](#), etc.
pertaining to the
[contract](#), [D00759]

**General
Sequencing**

An overview of
the order of
[performing](#)
activities. [D00760]

[\[PMK8](#)

**Generalized
Activity
Network**

A form of
[network](#) which
includes
[probabilistic dependencies](#)

[\[PNG\]](#)

between
activities. [D03849]

**Generally
Accepted
Accounting
Principles
("GAAP")**

Principles
established by a
Financial
Accounting
Standards Board
that provide a
foundation for
'acceptable'
accounting
practices. The
GAAP represent
a set of
guidelines and,
as a practical

[PD-U]

matter,
necessitate
subjectivity in
their [application](#).

[D03304]

Geographical Separation

[Conditions](#) under
which the several
[parts](#) of a [project](#)
[team](#) are
separated
geographically.

[D02808]

[\[PD-U\]](#)

See [Graphical](#)
[Evaluation and](#)

GERT

[Review
Technique](#)

GFE

See [Government
Furnished
Equipment](#)

Often a type of [measurement](#) that quickly tells a [reviewer](#) if an object's dimension is within [certain](#) limits. In the case of [project](#)

Go/No-go

management, this can be any monitoring or observation that allows a manager to decide whether to change, terminate, or continue an activity or a project. [D00761]

[OTOB
271-4]

✓ The opportunity to decide whether

Go/No-go

or not to proceed. Usually associated with a major [program](#) or [project milestone](#) and typically the [responsibility](#) of senior [management](#).

[D02320]

[\[RMW\]](#)

**Go/No-go
Decision**

A major [decision](#) point in the [project-life-cycle](#), typically marking the [transition](#) from [planning](#) to

[\[RMH\]](#)

accomplishment.

[D00762]

Goal

A specific result
or purpose that is
determined for a
project. [D00763]

[MSP9]

Goal

✓ Something one
wishes to
accomplish.
Broader, more
timeless than an
objective.
Expressed as a
desired and

[TML2]

targeted
happening. [D00764]

Goal

A one sentence
definition of
specifically what
will be
accomplished,
while
incorporating an
event signifying
completion.
[D00765]

[WST]

The view that
when a manger

Goal Setting Theory

sets clear, [specific goals](#), [performance](#) will increase, and setting a challenging [goal](#) is more effective than saying to [project team members](#) "Do your best." See also [Control Theory](#), [Expectancy Theory](#), [Equity Theory](#), and [Reinforcement Theory](#). [D02639]

[\[PMH p316\]](#)

Goods

Articles,
commodities,
wares, etc of
value. [D02809]

[\[Webst](#)

Goodwill

An unidentifiable
intangible asset,
that originates
under the
purchase method
of accounting for
a business
combination
when the price
paid by the

[\[GAT\]](#)

acquiring
[company](#) exceeds
the sum of the
identifiable
[individual assets](#)
acquired less
[liabilities](#)
assumed, [based](#)
upon their fair
[values](#). [D03508]

Governance

✓ The [planning](#),
influencing and
[conducting](#) of the
[policy](#) and affairs [\[23\]](#)
of an
[organization](#).
[D02629]

Governance

The exercise of [authority](#), [management](#) and [control](#). [D02810]

[\[Webst](#)

Government

The political [authority](#) responsible for [governance](#). The [direction](#) and [restraint](#) exercised over the [actions](#) of people in communities,

[\[Webst](#)

societies or
national
boundaries.

[D02811]

**Government
Contract
Quality
Assurance**

The various
functions,
including
[inspection](#),
performed by the
[government](#) to
determine
whether a
[contractor](#) has
fulfilled the
[contract](#)
[obligations](#)

[\[FAR
46.101\]
\[QMPE](#)

pertaining to [quality](#) and quantity. [D00766]

**Government
Furnished
Equipment
("GFE")**

The same as [customer furnished equipment](#) in [projects](#) where the [customer](#) is a [governmental](#) entity. [D00767]

[SPM 3
9]

Those [laws](#), [regulations](#), [rules](#), policies,

**Government
Regulations
and
Requirements**

and
[administrative
requirements](#)
imposed upon
[organizations](#) by
[government](#)
agencies. [D00768]

[\[PMK8\]](#)

Grade

A category or
rank used to
distinguish [items](#)
that have the
same functional
use (such as a
'hammer') but do
not share the
same

[\[PMK9\]](#)

requirements for
quality (i.e.
different
hammers may
need to withstand
different amounts
of force). [D00769]

Grade

✓ An indicator of
category or rank
related to
features or
characteristics
that cover
different sets of
needs for
products or

[ISO 84
[QMPE

services intended
for the same
functional use.

[D00770]

Grape Vine

A term used to
denote a network
of informal,
unofficial and
ad-hoc
communications.

[PD-U]

It draws on the
similarity with
the way in which
the grape vine
grows in nature.

[D02812]

Graph

In Quality Management, a visual comparison of variables that yield data in numerical facts. Examples include trend graphs, histograms, control charts, frequency distributions and, scatter diagrams. [D00771]

[PMK8]

Graph

In Time Management, the display or drawing that shows the relationship between activities. Pictorial representation of relative variables. [D00772]

[PMK8]

A network analysis

Graphical Evaluation and Review Technique ("GERT")

[technique](#) that allows for conditional and probabilistic treatment of [logical relationships](#)(i.e., some activities may not be performed).
[D00773]

[\[PMK9](#)

The means by which the [project manager](#) conducts [meetings](#), [presentations](#),

Group Communication

negotiations. and other activities necessary to convey the project's needs and concerns to the. project team and other groups.
[D00774]

[PMK8]

Group work

Work carried out in cooperation.
[D00775]

[NPMI]

An undesirable condition in

Groupthink

which all members of a group (e.g. a [project team](#)) begin to think alike or pretend to think alike. No members are then willing to raise objections or concerns about a [project](#) even though they are [legitimate](#) and [based](#) on hard [data](#). [D02338] [\[PMH p320\]](#)

Growth

A gradual increase in some way such as in size, quantity, [value](#), etc.

Editor's Note:

Although modern [economics](#) finds growth essential, it should be noted that not all growth is good - see [Scope Creep](#) for example. [D02813]

[\[PD-U\]](#)

Guarantee

See [contract guarantee](#). [D00776]

**Guaranteed
Maximum**

See [Guaranteed Maximum Price](#).
[D02814]

**Guaranteed
Maximum
Price**

A form of [contract](#) in which [compensation](#) may vary according to the amount of [work](#) involved but in any case not more than an agreed total

[\[PD-U\]](#)

amount. [D02815]

Guidance

The giving of direction, or otherwise influencing a person's or group's conduct and actions.
[D02816]

[PD-U]

Guideline

A document that recommends methods to be used to accomplish an

[PMK8]

	<u>objective</u> . [D00777]	
Guideline	 A <u>recommended</u> or customary <u>method</u> of <u>working</u> to accomplish an <u>objective</u> . A guideline is not enforced but is generally followed. [D00778]	<u>[RMW]</u>

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Hammock — to — Hypothesis

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Sou
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Hammock

An aggregate or summary [activity](#) (a group of related activities is shown as one and [reported](#) at a summary level).

[D00779]

[\[PMK\]](#)

Hammock

✓ An aggregate or summary [activity](#). All related activities are tied as one summary [activity](#) and [reported](#) at the summary level.

[D00780]

[\[PMK\]](#)

Hammock

Summarizing activities by a single mockí activity. [D00781]

[\[CPM 176-8\]](#)

Hammock

A hammock groups activities, milestones, or other hammocks together for reporting. Most PM software calculates the duration of a hammock from the early and late

[\[WST PMS\]](#)

[dates](#) of the activities to which it is [linked](#). [D00782]

Hammock Activity

See [Hammock](#).
[D02817]

Hammock Activity

An [Activity](#) that spans between two points in a [network](#). It has no [duration](#) of its own but derives one from the [time](#) difference

[\[PNG\]](#)

between the two points to which it is connected.

[D03850]

Hand-Over

A process of transfer of responsibility for all or part of a project or its deliverables.

Typically, this takes place at the end of a project or a major part thereof. See also Completion and Project Close-out.

[PD-U]

The fourth phase in the generic project life cycle covers completion of the project to the satisfaction of the sponsor. It includes management of the introduction of the product or service being delivered by the project. During Hand-Over, project records

Hand-Over Phase

together with an [audit trail](#) [documentation](#) are [completed](#) and delivered to the [sponsor](#). This [documentation](#) will be required at the [post project evaluation review](#). All documentation should include any [operations and maintenance plans](#). If not to be conducted in a [post-project evaluation review](#),

[\[CRM\]](#)

there should also be a [review](#) of the original [business case](#), i.e. a [Benefits Assessment](#). [D03438]

Handling

Taking [responsibility](#) for and acting to deal with a person, [activity](#), requirement, etc. [D02818]

[\[PD-U\]](#)

[Part](#) of the

Handover Plan

transition plan
component of the
programme
definition
statement which
covers the transfer
of project
deliverables to
operational
services. [D03851]

[PNG]

Hanger

A break in a net
work path [D00783]

[PMK]

✓ An unintended

[PMK]

Hanger

break in a [network path](#). [D00784]

Hard Project

A [project](#) that has a well defined physical [product](#) as its [outcome](#) as distinct from a [soft](#) [project](#), the [product](#) of which is essentially intellectual. [D03852] [\[RMW\]](#)

The physical portion of a [system](#) including

Hardware

the electrical,
electronic,
electromechanical,
and mechanical
components.

[D04107]

[CSM]

A hardware component of a system, which is designated for configuration management to the integrity of the delivered product. It may exist at any level in the system hierarchy, since

Hardware Configuration Item

[configuration management](#) must be imposed down to the lowest level where item interchangeability is required. Each HWCI is to have (as appropriate) [individual design reviews](#), [individual qualification certification](#), individual [Acceptance Reviews](#), and separate operator

[\[VPM](#)

[4\]](#)

and [maintenance manuals](#). [D00785]

Hardware Project

A [project](#) in which the [principal deliverable](#) item is a physical [product](#) or functioning device of some sort. [D00786] [\[SPM 2\]](#)

Harmonization

The [process](#) and/or [results](#) of adjusting [differences](#) or [\[DSM](#)

inconsistency to
bring significant
aspects into
[agreement](#). [D02321]

Headquarters ("HQ")

The [principal](#)
office of an
[organization](#),
usually housing the
[top management](#)
and their [staff](#).
[D04108]

[\[CSM\]](#)

A warning to
someone about a
pending or

Heads Up

probable future [action](#) that may [affect](#) that person or his/her [program](#), [project](#) or [activity](#). [D02322]

[\[DSM\]](#)

Heavy Construction

A catch-all term for those [projects](#) not properly classified as either [building](#), residential, or highway (e.g., dredging, water and sewer [line](#), dams, flood

[\[PD-U\]](#)

control, etc.).

[D03509]

Heuristic

A procedure used to provide solutions to decision problems but which are not guaranteed as best or optimal because they often depend on good judgment in the first place.

Literally, leading toward discovery, finding out. [D02820]

[PD-U]

Hierarchical Coding Structure

A [coding system](#) that can be represented as a multi-level tree [structure](#) in which every [code](#) except those at the top of the tree has a parent [code](#). [D00787]

[\[WST\]](#)

A [planning approach](#) where each [managerial](#) level breaks [planning tasks](#)

Hierarchical Planning

down into the activities that must be done at that level. Typically, upper-level planning establishes the [objectives](#) for the next lower-level [manager's](#) planning. [D00788]

[\[OTO\]](#)
[4\]](#)

Hierarchy

A [ranking](#) of [items](#) according to their [logical relationships](#). [D02821]

[\[Webs](#)

High Level

Techniques
include trending,
"S" curve
modeling, moving
averages,
exponential
smoothing etc.
These are used to
obtain rapid
indications of
current project
status, especially
where the
processing of a
large volume of
data would
otherwise be

Forecasting

required. One or more [leading indicators](#) may be used such as man-hour totals, concrete placed, [payments](#)-to-date, etc. An indispensable [part](#) of an effective [project manager's control information](#). See also [Regression Analysis](#). [D03062]

Highlight Report

A highlight [report](#) [reviews progress](#) to date and highlights any [actual](#) or potential [problems](#). The [project manager](#) prepares this [report](#) at intervals determined by the [project board](#).

[D00789]

[\[WST\]](#)

A [report](#) prepared by the [project manager](#) at intervals determined by the

Highlight Report

project board. It reviews progress to date and highlights any actual or potential problems which have been identified during the period it covers. [D03853]

[PNG]

The construction, alteration, or repair of roads, streets, highways, runways, taxiways, alleys,

Highway Construction

parking areas, and other similar projects that are not incidental to building, residential, or heavy construction.

[D03510]

[\[GAT\]](#)

A graphic display of resource usage over a period of time. It allows the detection of overused or underused resources. The

Histogram

[resource usage](#) is [displayed](#) in colored vertical bars. The ideal level for a resource on the screen is indicated by a another color (typically red). (The printed histogram uses a horizontal [line](#) to display the maximum usage set in the Resource Label window.) If the resource bar extends beyond the

[\[WST](#)
[\[PMS'](#)

red area for any given day, [resources](#) need to be leveled (or spread out) for proper [allocation](#). The [resource histograms](#) should be checked after resources are assigned to the [project](#) activities.
[D00790]

A vertical [bar chart](#) showing (usually) [resource](#)

Histogram

[\[PPS&](#)

allocation levels
over time in a
project. [D03718] [p340\]](#)

Histogram

✓ A graph
showing resource
usage on the
vertical axis
against time on the
horizontal axis.
[D03854]

[\[PNG\]](#)

Project
documentation that
can be used to
predict trends,

Historic Records

analyze [feasibility](#) [\[PMK\]](#)
and highlight
[problem](#)
areas/pitfalls on
future similar
[projects](#). [D00791]

Historical

The [data](#) stored
for future
reference and
referred to on a
[periodic](#) basis to
indicate [trends](#),
[total costs](#), unit
[costs](#) and [technical](#)
[relationships](#), etc.
Different

[\[PMK\]](#)

Data Banks

[applications](#)
require different
[data base](#)
[information](#). This
data can be used
to assist in the
[development](#) of
future [estimates](#).
[D00792]

Historical Database

[Records](#)
accumulating past
[project experience](#)
stored as [data](#) for
use in [estimating](#),
[forecasting](#) and
predicting future

[\[RMH\]](#)

[event](#)s. [D00793]

Holdback or Retention

A sum of money withheld from a [construction contractor](#)'s [payment](#) according to the terms of its [contract](#), and/or statutory [obligation](#) to ensure [protection](#) against valid third [party claims](#).

[D00794]

[\[CCCC\]](#)

Holistic

A description of the whole body wherein the summation becomes much more than the sum of its [parts](#) or [elements](#). [D04326]

[MEM](#)

Home Office

Office of a [company](#) in the country of origin. Usually synonymous with Head Office. [D00795]

[NPM](#)

HQ

See [Headquarters](#)

**HR
Compensation
and Evaluation**

The [measurement](#) of an [individual's performance](#) and [financial payment](#) provided to employees as a [reward](#) for their [performance](#) and as a motivator for future performance.
[D00796]

[PMK](#)

The use of

HR Organization Development

behavioral science
technology,
research, and
theory, to change
an organization's
culture to meet
predetermined
objectives
involving
participation, joint
decision making,
and team building.
[D00797]

[PMK]

The formal system
by which
managers evaluate
and rate the

HR Performance Evaluation

quality of subordinates' performance over a given period of time. [D00798]

[PMK]

HR Records Management

The procedures established by the organization to manage all documentation required for the effective development and application of its work force. [D00799]

[PMK]

HRM

See [Human Resources Management](#)

Human Resources

A fancy name for people [power](#).
[D02822]

[\[RMW\]](#)

The function of [directing](#) and coordinating [human resources](#) throughout the life of the [project](#) by applying the art

Human Resources Management ("HRM")

and science of behavioral and [administrative knowledge](#) to achieve predetermined [project objectives](#) of [scope](#), [cost](#), [time](#), [quality](#) and [participant satisfaction](#). [D00800]

[\[PMK\]](#)

Human Resources

Those responsible for [human resources](#), typically a dedicated

[\[PD-U\]](#)

Responsibility

specialist
department within
the home
organization.

[D02823]

Hygiene

Factors associated
with the health and
well-being of
personnel. In
project
management, these
factors more
particularly refer
to those elements
such as pay and
working
conditions that

[PD-U]

tend to motivate or demotivate project team members.

[D02824]

Hypercritical

A condition when an imposed date has been set such that the critical path leading to that point is too long to finish by that date.

The critical path then becomes hypercritical and possesses negative float. [D03855]

PD-U

Hypercritical Activities

Activities on the [critical path](#) with [negative float](#).

This can be achieved through the imposition of [constraints](#) such as [target dates](#). [D00801]

[\[WST](#)

Hypothesis

A supposition, perhaps one that is not fully understood, that is not proved but assumed for

[\[Webs](#)

[purposes](#) of
argument. [D02825]

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i-j notation — to — Independent Float

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Term	Definition (links in blue;  signifies Editor's Choice)	So

i-j notation

A [system](#) of numbering [nodes](#) in an [activity-on-arrow network](#).

The i-[node](#) is always the beginning of the [activity](#), while the j-node is always the [finish](#). [D03719]

[\[PPS
p34\]](#)

IAW

See [In Accordance With](#)

IBR

See [Integrated Baseline Review](#)

IDC

See [Interest-During-Construction](#)

Idea Evaluation

See [Evaluation](#).
[D02826]

Identification

A means for recognition. Evidence that an item is the same as something [claimed](#), described or specified. [D02827]

[\[PD\]](#)

Identifier

An alphanumeric code depicting a name or hierarchy.
[D04109]

[CS]

Identify Opportunity

A pre-project activity. One that precedes the concept phase in the project life cycle and may lead to the initiation of a project. [D02828]

[PD]

Idle Time

A [time](#) interval during which either the [work](#)man, the equipment or both do not perform useful [work](#). [D02323]

[\[DS\]](#)

IFB

See [Intention for Bid](#)

IFB

See [Invitation for Bid](#)

ILS

See [Integrated](#)

[Logistic Support](#)

ILS

See [Integrated Logistics Support](#)

Some form of representation of a person or thing. This includes hardcopy such as pictures and printed [graphics](#), electronic imaging where these potential hardcopies are

Image

[\[PD\]](#)

committed to electronic media, and notional images such as the impression portrayed by the [culture](#) and behavior of an [organization](#).

[D02829]

Immediate Activity

An [activity](#) that can be forced to start on its [earliest feasible date](#) by [resource scheduling](#), even if that means

[\[WS](#)

overloading a
resource. [D00802]

Impact

The assessment of
the adverse effects
of an occurring
risk. [D00803]

[WS

Impact

✓ . An assessment
of the adverse
effect of the risk
occurring. Used in
risk analysis as
one part of the
assessment of a
risk, the other

[PN

being [likelihood](#)

[D03856]

Impact Analysis

✓ Assessing the pros and cons of pursuing a [particular](#) course of [action](#). [D00804]

[\[WS](#)

The mathematical [examination](#) of the nature of [individual risks](#) on the [project](#), as well as potential [structures](#) of [interdependent](#)

Impact Analysis

risks. It includes the quantification of their respective impact severity, probability and sensitivity to changes in related project variables including the project life cycle. To be complete, the analysis should also include an examination of the external "status quo" prior to project implementation as

well as the project's internal intrinsic worth as a reference baseline. A determination should also be made as to whether all risks identified are within the scope of the project's risk response planning process. [D00805]

The process of

Impact Analysis

assessing the ramifications of pursuing a particular course of action - typically a change to the existing system. [D03857]

[\[PN\]](#)

Impact Interpretation

Clarification of the significance of a variance with respect to overall objectives. [D00806]

[\[PM\]](#)

That part of the

Implementation

project life-cycle
during which
working drawings,
specifications and
contract
documents are
prepared,
contracts are
tendered and
awarded, and the
construction work
undertaken. See
also
Implementation
Phase. [D00808]

[CC

The third of four

Implementation Phase

sequential [phases](#) in the [project life cycle](#) during which the [actual work](#) of the [project](#) is undertaken to produce the [project's deliverables](#).

[\[PM\]](#)

Editor's Note: See also [Execution Phase](#). Also sometimes known as the [Operation Phase](#). [D00807]

Implementation

See [Project](#)

Plan

Implementation Plan. [D04110]

Implementation Planning

The process of converting all requirements into a logically sequenced set of Project Work

Authorizing Agreements and subcontracts that define and authorize all work to be performed for the project.

[D04111]

[CS]

Implementation Review

(or Visit) An initial visit by members of the customer C/SCSC review team to a contractor's plant to review the contractor's plans for implementing C/SCSC on a new contract. Such visits should take place within 30 days after contract award. [D00809]

[WS]

Implementation, Completion of

Also known as close-out phase.
Completion of implementation means that the project team has:

1. Provided completed project activities in accordance with the project requirements.
2. Completed project close-out.

[D00810]

Imposed Date

A predetermined calendar date set (usually externally) without regard to logical considerations of the network. [D00811] [PM]

Imposed Finish

✓ A finish date imposed on an activity by external [WS]

constraints. [D00812]

Imposed Finish

A finish date imposed on an activity by external constraints. May lead to hypercritical paths and negative float.
[D03858]

[PN

Imposed Start

✓ A start date imposed on an activity by an external constraint.
[D00813]

[WS

Imposed Start

A start date imposed on an activity by external constraints. May lead to hypercritical paths and negative float.
[D03859]

[PN

A common law concept that a contract is not enforceable if subsequent events caused the contract

Impossibility of Performance

unattainable. This does not apply if performance is merely inconvenient or is the cause of a loss from one party to the other. [D04112]

[CS]

Improvement

An increase in quality, functionality, value, or shorter delivery, etc.
[D02830]

[PD]

**In Accordance
With ("IAW")**

A term used to imply that an [activity](#), course of [action](#), or statement complies [\[CS\]](#) with a law, regulation, [standard](#), or reference [document](#). [D04113]

In Progress

An [activity](#) that has been started, but not yet [completed](#). [D00814] [\[WS\]](#)

In-House

Within the [organization](#).

Typically refers to [work](#) undertaken by the employees of the [organization](#) rather than by outside [contract](#).

[D02856]

[\[PD\]](#)

In-Progress Activity

An [activity](#) that has been started but is not

[completed](#) on a given date. [D00830]

[\[PM\]](#)

In-Service Date

That point in [time](#) when the [project](#) is placed in a state of readiness or [availability](#) when it can be used for its [specifically](#) assigned function. [D00835]

[PM]

Inaction, in negotiating

Attempts to [delay](#) or avoid serious [negotiations](#) [D02735]

[PM]
p34.

Incentive

A contribution to [motivation](#) and [motivating](#). [D02831]

[PD]

Incentive Scheme	A <u>formal program</u> of <u>incentives</u> , typically associated with pay scales and <u>conditions</u> of <u>employment</u> . [D02832]	<u>[PD]</u>
Incentive Schemes	See <u>Bonus Schemes</u> . [D03064]	
	A way of terminating a	

Inclusion

[project](#) by incorporating the [project operations](#) and [team](#) into the [organization](#) as a separate, ongoing entity. [D00815]

[\[OT 271-](#)

Income

Receipts or [benefits](#), usually in the form of money, regularly accruing from [labor](#), business, or property. [D02833]

[\[We](#)

Incremental

A small increase, implying one of several regular [step](#)s. [D02834]

[\[PD\]](#)

Incremental Development

A [hardware/software development process](#) that produces a [partial implementation](#) and then gradually adds preplanned [functionality](#) or [performance](#) in subsequent increments. [D04115]

[\[CS\]](#)

Incurred Cost

Total cost to date (i.e. including liabilities for all goods, service, work.) See also Total Expenditure to Date [D02835]

[\[PD\]](#)

Independent

Someone who is not subject to the control of another, or something that is not subordinate to, or does not rely on, anything else. [D02836]

[\[PD\]](#)

Independent Float	The degree of flexibility which an activity has which does not affect the float available on any preceding or succeeding activities. [D03860]	[PN]

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Independent Verification and Validation — to — Input Priorities

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	Definition (links in
--	-----------------------------

Term

blue; ✓ signifies Editor's Choice)

Independent Verification and Validation

The process of proving compliance to a specification by using personnel that are technically competent and managerially separate from the development group. The degree of independence of the IV&V; team is driven by product risk.

[D04116]

Index

Table of [Contents](#). Also, a published measure of [change](#), such as indices representing the [cost](#) of living, [inflation](#), and relative [labor](#) and [material](#) rates, etc. [D02837]

Indicators

Generally, [information](#) in a consistent format that points to a [current status](#), [trend](#) or need for [action](#) . [D02838]

Indirect

Roundabout, not open or straight forward. In [project management](#), 'Indirects' typically refer to [costs](#) that cannot be identified directly with any one [activity](#). See [Indirect Cost](#). [D02839]

Indirect Cost

✓ [Resources expended](#) which are not directly identified to any [specific contract](#),

project, product or service, such as Overhead and G&A.
[D00816]

Indirect Cost

Any cost not directly identified with a single, final cost objective, but identified with two or more final cost objectives or an intermediate cost objective. See also Burden [D03511]

The costs for

Indirect Costs

common or joint objectives that cannot be specifically identified with a particular project or activity; however, they may be allocated to projects on a prorated basis. Also known as Overhead or Burden.
[D02264]

Contractor
allowable costs that cannot be directly

Indirect Costs

attributable to a [specific project](#) such as [management salaries](#), employee fringe [benefits](#), holiday pay, taxes, utilities and [facility costs](#), and similar [expenses](#). [Indirect costs](#) can vary between companies according to their [cost accounting standards](#). Also called [Overhead Cost](#). [D04117]

Indirect Project Cost

All [costs](#) which do not form a [part](#) of the final [project](#), but which are nonetheless required for the orderly [completion](#) of the [project](#) and which may include, but not necessarily be limited to [field administration](#), direct [supervision](#), incidental [tools](#) and equipment, startup [costs](#), [contractor's](#) fees, [insurance](#), taxes, etc. [D00817]

Individual

One indivisible entity such as one single person. [D02840]

Individual Activity Cost

The separate cost of a single activity. [D02841]

Individual Development Plan

The development plan for an individual project, work package or major activity. [D02842]

Individual Work Plan

An [individual work plan](#) defines the responsibilities of an [individual team member](#) and is the lowest level of a [technical plan](#). [D00818]

Individual Work Plan

✓ The lowest level of the [technical plan](#) which defines the [tasks](#) and responsibilities of an [individual team member](#). [D03861]

Industrial Relations

A broad area of [responsibility](#) within an [organization](#) that includes [human resources management](#) activities and the [administration](#) of union [agreements](#) and seeks to maintain a positive [image](#) for the [organization](#) through [public relations](#) type activities. [D02844]

An [organizational](#)

Industrial Relations

function that deals with the [relationship](#) that exists between [management personnel](#) and the unions within an [organization](#). [D02845]

Industry

✓ A recognized [sector](#) of the economy employing a significant number of people. Also, hard [work](#). [D02846]

All concerns

Industry

primarily engaged in similar [lines of activity](#), as listed and described in the [Standard Industrial Classification \(SIC\) Manual](#). [D03512]

Inexcusable Delays

[Project delays](#) that are attributable to negligence on the [part](#) of the [contractor](#) which [lead](#) in many cases to penalty [payments](#). [D03720]

Inflation

See [Escalation](#).

[D00819]

Inflation

✓ The proportionate rate of [change](#) in the general [price](#) level, as opposed to the proportionate increase in a [specific price](#).

Inflation is usually measured by a broad-[based](#) price [index](#), such as the implicit deflator for the consumer price [index](#). [D03513]

Inflation / Escalation

A factor in cost evaluation and cost comparison that must be predicted as an allowance to account for the price changes that can occur with time and over which the project manager has no control (for example: cost of living index, interest rates, other cost indices, etc.) [D00820]

Influence

An ability or [power](#) sufficient to produce some [affect](#). [D02847]

Informal

Not according to official, conventional, or customary form. Without ceremony. [D02848]

Informal Review

A less [formal](#) subset of a [quality review](#). [D00821]

[Knowledge](#), news or

Information

intelligence that may or may not be reliable that is conveyed in some form such as verbal, written, electronic, etc. [D02850]

Information Distribution

Distributing information to stakeholders in a timely manner. [D00822]

✓ The making of needed information available to project

Information Distribution

[stakeholders](#) in a [timely](#) manner. It includes implementing [communication management plans](#) as well as responding to unexpected requests for [information](#). [D03439]

Information Flow

See [Distribution List](#)
[D00823]

[Researching](#),
organizing,

Information Gathering

recording and comprehending pertinent information/data.

[D00825]

Information Input

A source of information. A contribution to a body of information.

[D02851]

Information

✓ The proper organization and appropriate control of information

Management

transmitted by whatever means and including records management. [D02852]

Information

The management of the systems, activities, and data that allow information in a project to be effectively acquired, stored, processed, accessed, communicated, and archived. There should be a valid

Management

audit trail of this communication process. Projects generate and absorb significant quantities of information. It is important that the project has an effective information management system.

[D03440]

A combination of personnel, efforts, forms, instructions, procedures, data,

Information System

communication facilities and equipment that provides an organized and interconnected means for displaying information in support of specific functions. [D03632]

A structured, interacting, complex of persons, machines, and procedures designed to produce

Information Systems

information which is collected from both internal and external sources for use as a basis for decision-making in specific contract/procurement activities. [D00826]

Information Technology

A sector of the economy that encompasses electronic hardware and software for purposes of transmitting and receiving

information. [D02853]

Information Technology

Any equipment, or interconnected system(s) or subsystem(s) of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information [D03514]

Information Theory

The mathematical [modeling](#) and [analysis](#) of [information processing](#) for the benefit of [project organization](#) and [communication](#).

[D03065]

Information Vehicle

Any form of conveyance for the transfer of [information](#). [D02854]

Information / Communications Management

The proper organization and control of information transmitted by whatever means to satisfy the needs of the project. [D00827]

1. The underlying foundation or basic framework (as of a system or organization)
2. The permanent installations

Infrastructure

required for
military
purposes

3. The system of public works of a country, state, or region; also: the resources (as personnel, buildings, or equipment) required for an activity

[D02855]

Initial Operation

See Operation.
[D00828]

Initiating

The act of [Initiation](#).
[D02857]

Initiation

Committing the
[organization](#) to begin
a [project](#). [D00829]

Initiation

✓ The [process](#) of
preparing for,
assembling
[resources](#) and getting
[work](#) started. May
apply to any level,
e.g. [program](#),

project, phase,
activity, task. [D02858]

Innovation

The introduction of something new. A new idea, method, or device, a novelty.
[D02859]

Input

Power, energy, resources, data, etc, put into a system for conversion of some kind, usually for purposes of retrieving or

producing some form of modified output or result. [D02860]

Input Limits

Imposition of limitations to the resources through which the plan will be executed. [D00831]

Input Milestones

Imposed target dates or target events that are to be accomplished, and which control the plan with respect to

	time . [D00832]
Input Priorities	Imposed priorities or sequence desired with respect to the scheduling of activities within previously imposed constraints . [D00833]

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Input Restraints — to — Interdependencies Among Groups

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Input Restraints

Imposed [external restraints](#), such as dates reflecting [input](#) from others and [target dates](#) reflecting output required by others, and such [items](#) as [float allocation](#) and [constraints](#). [D00834]

Inquiry

A request or search for [information](#).
[D02861]

Inspecting

The act of [inspection](#). [D02862]

Inspection

[Examination](#) or [measurement](#) of [work](#) to verify whether an item or [activity](#) conforms to a [specific](#) requirement. [D00836]

Examining and [testing](#) of [supplies](#) and [services](#) (including, when appropriate, raw

Inspection

materials,
components, and
intermediate
assemblies) to
determine whether
they conform to
contract
requirements.

[D00837]

Inspection

✓ Activities such
as measuring,
examining, testing,
gauging one or
more
characteristics of a
product or service
and comparing

these with specified [requirements](#) to determine conformity. [D00838]

Inspection

Examining and [testing supplies](#) or [services](#) (including, when appropriate, raw [materials](#), [components](#), and intermediate assemblies) to determine whether they conform to

contract
requirements.

[D03515]

**Inspection ,
Quality
Conformance**

✓ All examinations
and tests
performed on items
or services for the
purpose of
determining
conformance with
specified
requirements.

[D00839]

✓ Inspection
whereby either the

Inspection by Attributes

unit of product or characteristics thereof, is classified simply as defective or non-defective, or the number of defects in the unit of product is counted, with respect to a given requirement. [D00840]

Inspection wherein certain quality characteristics of sample are

Inspection by Variables

evaluated with respect to a continuous numerical scale and expressed as precise points along this scale. Variables inspection records the degree of conformance or non-conformance of the unit with specified requirements for the quality characteristics involved. [D00841]

Inspection Cyclical

A system whereby supplies and equipment in storage are subjected to, but not limited to, periodic, and special inspection and continuous action to assure that material is maintained in a ready for issue condition. [D00842]

Inspection In- Process

Inspection which is performed during the manufacturing or repair cycle in an effort to prevent defectives from occurring and to inspect the characteristics and attributes which are not capable of being inspected at final inspection.

[D00843]

An indication of the relative sample

Inspection Level

size for a given amount of product.

[D00844]

Inspection Record

Recorded data concerning the results of inspection action.

[D00845]

Inspection Requirements

The specific requirements that have been specified or laid down for purposes

of [conducting](#) a
[particular](#)
[inspection](#). [D02863]

Inspection System Requirement

A requirement to establish and maintain an [inspection system in accordance with government specification](#), MIL445208. The requirement is referenced in [contracts](#) when [technical requirements](#) are

such as to require control of quality by in-process as well as final, end item inspection.

[D00846]

Inspection Tightened

Inspection under a sampling plan using the same quality level as for normal inspection, but requiring more stringent acceptance criteria. [D00847]

Inspection, Original

First [inspection](#) of a [particular](#) quantity of [product](#) as distinguished from the [inspection](#) of [product](#) which has been resubmitted after prior rejection.

[D00848]

Installation

Something put in place, or the [process](#) of putting in place, whether by [assembly](#), [construction](#), or

[setup](#), etc. [D02864]

Institution

An established society or organized body for promoting some [public](#) or [social purpose](#), typically associated with the professions. [D02865]

Institutional Structure

The [formal](#) and acknowledged [hierarchy](#) within an [organization](#). [D02866]

Instruction

See [Field Clarification](#).

[D00850]

Instruments

A term used to refer to the [tools](#) used for [certain](#) types of [work](#), which may be physical such as those used in [surveying](#), or notional such as used in establishing law.

[D02867]

Insurable

Something that can be covered by [insurance](#). [D02868]

Insurable Risk

A [particular](#) type of [risk](#) which can be covered by an [insurance policy](#). [D00851]

Insurance

✓ A [contract](#) by which a person or [company](#) can, upon [payment](#) of a premium, be indemnified against

loss due to
specified risks

[D02869]

Insurance

A contract which provides that for a stipulated consideration, one party undertakes to indemnify another against loss, damage, or liability arising from an unknown or contingent event.

[D03516]

Intangible Capital

The [market value](#) of the [knowledge](#), brands, [relationships](#), [skills](#), etc. possessed by an [organization](#). Also known as Intangible [Assets](#).
[D02634]

Integrated

United into a larger unit. Brought together to form a satisfactory and [work](#)ing whole.
[D02870]

Integrated Baseline Review ("IBR")

The newest form of the [Department](#) of Defense [C/SCSC verification review process](#) in which the [technical staff](#) [lead](#) the [effort](#) to verify that the entire [project baseline](#) is in place, together with a realistic [budget](#) to accomplish all [planned work](#).

[D00852]

Integrated Cost/Schedule Reporting

See [Earned Value](#).
[D00853]

Integrated Cost/Schedule Reporting

✓ The [development](#) of [reports](#) that measure [actual](#) versus [budget](#), "S" curves, [BCWS](#), [BCWP](#) and [ACWP](#).
[D00854]

✓ A composite of all the [support considerations](#)

Integrated Logistic Support ("ILS")

necessary to assure the effective and economical support of a system for its life cycle.

[D03633]

A composite of all support necessary for effective and economical support of a system over its life cycle.

Includes:

- Maintenance planning
- Supply

Integrated Logistics Support ("ILS")

- support
- [Technical data](#)
- Facilities
- [Manpower](#)
and [personnel](#)
- Training and
training
support
- Support
equipment
- [Computer
resources](#)
support
- Packaging
[handling](#),
storage and
[transportation](#),
and

- Design interfaces.

[D04118]

Integrated Product Development Team ("IPDT")

The development of new products with use of multi-functional teams, who work in unison form the conceptual idea until completion of the product. Integrated product development teams are best contrasted with the traditional

form of sequential functional development. Another term for [IPDT](#) is [Concurrent Engineering](#). [D00855]

Integrated Program Management

See [Program Management](#). [D02871]

Integrated Project Progress

[Documentation](#) that measures [actual](#) ([cost/schedule](#)) vs. [budget](#) by utilizing

Report

[BCWP](#), [BCWS](#),
[ACWP](#). [D00856]

**Integrated
Services**

A variety of related
[services](#) made
available under
one [management](#).
[D02873]

Integration

A way of
terminating a
[project](#) by bringing
[project team](#)
[members](#) back into
the [organization](#)
and distributing

project results and outcomes among existing functions.
[D00857]

Integration

✓ The process of bringing people, activities and other things together to perform effectively. [D00858]

Integration

The bringing of people and things together to perform

effectively. [D03863]

Integration

The successive combining and testing of system hardware assemblies, software components, and operator tasks to progressively prove the performance and compatibility of all components of the system. [D04119]

Integration of Activities

Unification of activities into an effective, efficient and non-[conflicting](#) comprehensive [effort](#). [D02874]

Integrative Management

A [management approach](#) and [style](#) that unifies rather than segregates. [D02875]

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Intellectual Property Rights

protect intellectual property such as any published [works](#) of literature, art, etc. in whatever form.
[D02876]

Intelligence

The ability to learn or understand or to deal with new or trying situations.
[D00859]

[Communications](#),
[written](#) or [oral](#) by

**Intention for Bid
("IFB")**

the prospective [organizations](#) and/or [individuals](#) indicating their willingness to perform the specified [work](#). This could be a letter, statement of [qualifications](#) or response to a [request for proposal](#)/quotation.
[D00860]

Mutually or reciprocally active. For

Interactive

example: any two-way electronic [communication system](#), e.g. telephone, cell phone, [computer](#), etc that enables both question and answer. [D02877]

Interactive Project Planning

[Project planning](#) carried out in active cooperation between [project participants](#). Forms a contrast to

project planning
centralized in the
project manager.

[D00861]

Interdependencies Among Groups

Established or
logical reciprocal
relationships
between people or
things that
determines the
behavior or
performance of the
whole. [D02878]

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Terms v2*

Interdependent — to — Items

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Term	Definition (links in blue;  signifies Editor's Choice)	So

Interdependent

Determined by a reciprocal [relationship](#). [D02879]

[\[PD\]](#)

Interest Rate of Return

See [Profitability Index](#). [D00862]

Interest-During-Construction ("IDC")

The [cost](#) of borrowing money to meet [project construction expenditures](#). [D00863]

[\[CC\]](#)

Person or group

Interested Party

affected by the project process or result. [D00864]

[NP]

Interface

Area, surface or function providing and regulating contact between two elements of a system. [D00865]

[NP]

The functional and physical characteristics required to exist at a common

Interface

boundary or connection between persons, or between systems, or between persons and systems. [D03634]

[DS

Interface

✓ A common physical or functional boundary between different organizations or contractor's products. It is usually defined by

[CS

an [interface specification](#) and managed by a [system integration organization](#). [D04120]

Interface Activity

An [activity](#) connecting anode in one [subnet](#) with a [node](#) in another [subnet](#), representing [logical](#) interdependence. The [activity](#) [id](#)entifies points of interaction or

[\[PN\]](#)

commonality
between the [project](#)
activities and
outside [influences](#).
[D00866]

Interface Control Plan

The [documented](#)
[approach](#) to
[interface](#)
[management](#) and
usually includes
[approach](#) to
[management](#) of
[interface](#)
[specifications](#) and
[interface control](#)
[working group](#)
[meetings](#). [D04121]

[ICS](#)

Interface Control Working Group

The forum managed by the [system](#) integrator to discuss [interface status](#), and resolve [issues](#) involving [interface compatibility](#).

[D04122]

[\[CS](#)

Interface Management

[Managing](#) the [problems](#) that often occur among people, [departments](#), and

[\[OI](#)
[271.](#)

disciplines rather than within the project team itself.

[D00867]

Interface Management

✓ The management of communication, coordination and responsibility

across a common boundary between two organizations, phases, or physical entities which are interdependent.

[D00868]

[PN]

Interface Program

A [computer program](#) that relates [status system line items](#) to [\[PM\]](#) their parent activities in the [project plan](#). [D00869]

Interface Requirements Specification

A [document](#) used to define the [interface](#) between [computer software configuration items](#) and other [configuration items](#) within the [system](#). [\[CS\]](#) This [document](#) is

identical to the [interface specification](#) or [intraface specification](#).

[D04123]

Interface Specification

The [specification](#) that defines the physical, functional, and [operational characteristics](#) of the [interfaces](#) between two entities of a [system](#) managed by different

[\[CS](#)

organizations.

[D04124]

Interfaces

The formal and informal boundaries and relationships among people, departments, organizations, or functions. [D00870]

[OT
271]

Interfacing

The process of establishing a satisfactory working boundary

[PD

between two adjacent [parts](#). See [Interface](#). [D02880]

Interim Deliverables

Intermediate [deliverables](#) that will be produced as precursors to the final [deliverable](#). [D02197]

[\[PN\]](#)

Internal Customer

The [criteria](#) that an internal [customer](#) will use to determine if he/she is satisfied with an

Acceptance Criteria

interim [deliverable](#). See also [Customer Acceptance Criteria](#). [D02192]

[\[PN\]](#)

Internal Customer Acceptance Criteria

The [criteria](#) that an internal [customer](#) will use to determine if he/she is satisfied with an interim [deliverable](#). [D02198]

[\[PN\]](#)

Internal

[Politics](#) within the [organization](#) that

Politics

have an effect on
the [project](#). [D02881]

[\[PD\]](#)

**Internal
Project
Sources**

Intra-firm [sources](#)
and [records](#)
including historical
[data](#) on similar
[procurements](#), [cost](#)
and [performance](#)
[data](#) on various
[suppliers](#) and other
data which could
assist in proposed
[procurements](#).

[D00871]

[\[PN\]](#)

**Internal Rate
of Return
("IROR")**

Simple [calculation](#)
of annual [financial](#)
return for a given
outlay without
[consideration](#) of
any [external](#) or
related [factors](#).
[D02883]

[\[PD\]](#)

**Internal Rate
of Return
("IRR")**

See [Discounted
Cash Flow](#). [D03061]

**International
Projects**

[Projects](#) that span
national
boundaries. [D02885]

[\[PD\]](#)

Internet

The [public system](#) of electronic [communication](#) [based](#) on a very larger number of interconnected [data](#) storage devices (servers) world wide. [D02898]

[\[PD](#)

The ability of [systems](#), units, or forces to provide [services](#) to, and accept [services](#)

Interoperability	from, other systems , units, or forces and to use the services so exchanged to enable them to operate effectively together. [D02893]	[PM
-------------------------	--	---------------------

Interpersonal	Being, relating to, or involving relations between persons [D02886]	[We
----------------------	---	---------------------

	The means by which a project	
--	--	--

Interpersonal Influences

[manager](#) gets a job done, since [project managers](#) are known for having a lot of [informal authority](#) but very little [formal power](#). See [Formal Authority](#); [Reward Power](#); [Penalty Power](#); [Expert Power](#); and [Referent Power](#). [PN]

[D02887]

The estimation of an unknown number

Interpolation

intermediate
between two, or
more, known
numbers.

Editor's Note:

*May also refer to
inserting thoughts
into textual*

[material](#), as in

*"Reading between
the [lines](#)" with or
without the intent
to corrupt the
original meaning.*

[D02894]

[\[PN\]](#)

Present in

[\[PN\]](#)

Interpret

understandable
terms. [D00872]

Interpretation

Reduction of
information to
appropriate and
understandable
terms and
explanations.
[D00873]

[\[PN\]](#)

Interruption

A stopping or
hindering of the
normal process or
flow (of an
activity.) [D02895]

[\[PD\]](#)

Intimidating

Deterring,
frightening, or
compelling by
means of threats.
[D02896]

[\[PD\]](#)

Intraface

A common physical
or functional
[boundary](#) within a
[project](#). It usually
exists between
assemblies and/or
[software](#)
[components](#), is
defined by an
Intraface

[\[CS\]](#)

Specification, and is usually managed by the contractor's design integration function within system engineering or design engineering. [D04125]

Intranet

The equivalent of an Internet but confined to an organization internally and usually not accessible to the public without

[PD]

special
[authorization](#).

[D02897]

Intuition

Knowing or
sensing without the
use of rational
[processes](#);
perceptive insight.

[D00874]

[\[VP](#)

1. An itemized
list of current
[assets](#) such as
a catalog of
property, or a
list or the

Inventory

- quantity of [goods](#) or [materials](#) on hand (stock)
2. A [survey](#) of natural [resources](#)
 3. A list of traits, preferences, [attitudes](#), interests, or abilities used to [evaluate](#) the personal [characteristics](#) or [skills](#) of [personnel](#)

[We

Inventory Close-out	Settlement and <u>credit</u> of <u>inventory</u> if <u>purchased</u> from <u>project</u> funds. [D00875]	<u>[PM</u>
Investment	The outlay of money or <u>time</u> usually for <u>income</u> , <u>profit</u> or other benefit. Example: a <u>capital</u> outlay for the <u>purchase</u> of property. [D02900]	<u>[We</u>

Investment Cost

The amount of money [expended](#) in an [investment](#). [\[PD\]](#)
[D02901]

Investment Gates

See [Control Gates](#).
[D03441]

Investor's Method

See [Discounted Cash Flow](#). [D00876]

A call to do something, a [solicitation](#). Can be

Invitation

informal as in an invitation to a meeting, or formal as in a published request for proposal or quotation. [D02903]

[PD]

Invitation for Bid ("IFB")

Similar to a request for proposal, but often with a more specific application area. [D00877]

[WS]

Invitation for

A solicitation for offers under sealed

[GA]

Bid ("IFB")

[bidding](#). [D03517]

Invitation to Bid

✓ The [invitation issued](#) to prospective [suppliers](#) to submit a bid/quotation/[proposal](#) for the [supply](#) of [goods/services](#). [D00878]

[\[PN\]](#)

A [document issued](#) by a [contractor](#) as a request for [payment](#) for [work](#) performed [in](#)

Invoice

accordance with
the terms of its
contract. The
invoice should be
checked and coded
by the project
accountant before
being sent to the
project manager for
approval. An
invoice is the
document initiating
a progress
payment. [D00879]

[CC

✓ A contractor is
bill or written

Invoice

request for [payment](#) under the [contract](#) for [supplies](#) delivered or [services](#) performed. [D03518]

[GA]

Invoices to Cost Accounts

The [allocation](#) or distribution of the amounts shown on an [invoice](#) to their respective [project cost code](#) ([WBS Code of Accounts](#).) [D02904]

[PD]

Contrary to or

Involuntary

without choice; not subject to [control](#) of the will (reflex).
[D00880]

[\[PN\]](#)

Involvement

Engagement as a [participant](#). For example, seeking the opinions of [stakeholders](#) so that they become involved and '[buy in](#)' to the [process](#).
[D02905]

[\[PD\]](#)

See [Integrated](#)

IPDT

Product
Development Team

IROR

See Internal Rate
of Return

IRR

See Internal Rate
of Return

Issue

Something in
dispute or to be
decided. [D03635]

[DS

The management of

Issues Management

issues that remain unresolved because they are either in dispute, are uncertain, lack information, or lack authority or commitment for their resolution.

[D03735]

[PD]

IT Executive Committee

The departmental top management group that is responsible for the overall direction of IT (Information Week [W])

[W]

	<u>Technology</u> <u>projects</u>. [D00881]	
IT Security	The <u>protection</u> of <u>data transmitted</u> or stored in <u>Information</u> <u>Technology</u> <u>systems</u>. [D02906]	[PD
Items	Distinct <u>parts</u> in a list, group, or series, or articles or objects of interest or concern. [D02907]	[We

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Job — to — Just-In-Time

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Term	Definition (links in blue;  signifies Editor's Choice)	Source
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Job

A homogeneous cluster of work tasks, the completion of which serves an enduring purpose for the organization.

[D03519]

[GAT]

Job

✓ A group of contiguous operations related by similarity of functions that can be completed by one or more

[DSMC]

workers without interference or delay. [D03636]

**Job
Description**

✓ Documentation of a project participant's job title, supervisor. job summary, responsibilities, authority and any additional job factors. Written outlines of the skills, responsibilities, knowledge,

[PMK87]

authority,
environment, and
interrelationships
involved in an
individual's job.

[D00882]

A carefully
thought out
structured but
concise written
description of a
person's job. It
will cover
authority,
responsibility,
work content,

Job Description

[reporting](#) and [working](#) [relationships](#), duties and [skills](#) required. Used primarily for [management](#) and [supervisory](#) positions. Most useful in developing [project](#) [organization](#) [structures](#) and selecting or recruiting candidates most suited to the

[\[CCCP\]](#)

work required. Unfortunately, every minor reorganization required to respond to successive [stages](#) of the [project](#) tends to render them in need of [updating](#). [D03066]

A [systematic assessment](#) of job [content](#). It establishes the [worth](#) of a job in

Job Evaluation

terms of salary or [wage](#) compared to other jobs. Many elaborate schemes have been developed and applied with varying degrees of success. While some [structure](#) is necessary on a [project](#), pay is more likely to be governed by [market conditions](#), scarcity, [individual](#)

[\[CCCP\]](#)

knowledge,
performance or
trade agreements.
These factors
generally also
recognize such
project aspects
as higher stress,
cyclical work
loading and
potential for
termination upon
completion. See
also Job
Description.

[D03067]

Contentment with

**Job
Satisfaction**

objectives,
responsibilities
and general
working
conditions. [D02908]

[\[PD-U\]](#)

Job Title

An official
position in an
organizational
hierarchy.
Usually a name
that reflects a
person's authority
and
responsibility.
[D02909]

[\[PD-U\]](#)

Joint Venture

1. A joint ownership of a firm by two or more persons or other firms.
2. A partnership between two or more companies mutually engaged in a particular venture such as a major project. In

[PMDT]

this case,
the venture
exists for a
specific
purpose for
a limited
time.

[D02910]

1. A formal
utterance of
an
authoritative
opinion.
2. The process
of forming

Judgment

an opinion
or
[evaluation](#)
by
comparing
two or more
sets of
[information](#)
such as
when
arriving at
an [estimated](#)
total.

[\[Webster\]](#)

3. A [formal](#)
[decision](#)
given by a
court such
as an [award](#)

of damages.

[D02911]

Judicial

Belonging to the
branch of
government
responsible for
the
administration of
justice. [D02912]

[Webster]

The extent of
territory over
which legal or

Jurisdiction

other power
extends, e.g.
authority to
interpret and
apply the law.
[D04327]

[MEMOPT]

Just-In-

A 'pull' system
driven by actual
demand. The
goal is to
produce, provide
or deliver parts
or supplies just
in time for the
next operation.
The approach
reduces stock

Time

inventories or storage [costs](#), but leaves no room for [error](#). As much a [managerial philosophy](#) as it is an [inventory system](#). [D03637]

[\[DSMC\]](#)

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Key — to — KSI

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Term	Definition (links in blue;  signifies Editor's Choice)	Source

Key

In project management, typically means an item that is a deciding factor, i.e. is critical, instrumental or central to arriving at some determination.

[Webster]

[D02913]

✓ A schedule comprised of key events or milestones. These events are generally critical

Key Event Schedule

accomplishments
[planned](#) at [time](#)
intervals
throughout the
[project](#) and used
as a basis to
monitor [overall](#)
[project](#)
[performance](#). The
format may be
either [network](#) or
[bar chart](#) and may
contain minimal
detail at a highly
summarized
level. This is
often referred to
as a [milestone](#)

[PMK87]

[schedule](#). [D00883]

Key Event Schedule

See [Master
Schedule](#). [D00884]

Key Performance

[Performance](#) that
is [critical](#) to the
[project](#). See [Key](#) [\[PD-U\]](#)
[Performance](#)
[Indicators](#). [D02914]

Key

[Measurable](#)
[indicators](#) that
will be used to
[report progress](#)

Performance Indicators

that is chosen to reflect the critical success factors of the project.

[D00885]

[WST]

✓ Those project management indicators that:

- are determined at the beginning of the project
- reflect directly on

Key Performance Indicators

- the key objectives [goals] of the project
- provide the basis for project management trade-off decisions during the course of the project.

And at

completion of the project these KPIs:

[CRMP]

- will be the most relevant measures to confirm the acceptability of the project and its product by the project's stakeholders as being "successful"
- can be measured in some way, at some time,

on some
scale.

[D03442]

**Key
Performance
Indicators
("KPI")**

Measurable indicators,
chosen to reflect
the critical success factors of [\[PNG\]](#)
the project, which
are used to report
on progress.

[D03864]

Those persons
assigned by name

**Key
Personal**

to a [project](#) who cannot be replaced without [approval](#) of the [buyer](#). [D04126]

[\[CSM\]](#)

**Key
Personnel**

People who are [critical](#) to the [project organization](#).
[D02915]

[\[PD-U\]](#)

Those [project management indicators](#) that:

- are

determined
at the
beginning of
the [project](#)
and listed in
order of
[priority](#)

- reflect
directly on
the key
[objectives](#)
of the
[project](#), and
- provide the
basis for
[project](#)
[management](#)
[trade-off](#)

Key Success Indicators ("KSI")

decisions
during the
course of the
project

[PMIS]

And, after
completion of the
project:

- are most likely to result in acceptance of the project and its product by the

project's
stakeholders

as being
successful
in terms of
customer
satisfaction,
and

- can be
measured in
some way, at
some time,
on some
scale.

[D00886]

Kick Off

See [Initiation](#).

[D02916]

Kick Off Meeting

Ideally, a [workshop type meeting](#) in which the [principle stakeholders](#) and [participants](#) in the [project](#) are briefed on the [goals](#) and [objectives](#) of the [project](#), how it will be organized, etc. and are then able to contribute to

[\[PD-U\]](#)

its [planning](#),
[assignment](#) of
responsibilities,
[target dates](#), etc.

[D02917]

Any money, fee,
commission,
[credit](#), gift,
gratuity, thing of
[value](#), or
[compensation](#) of
any kind which is
provided,
directly or
[indirectly](#), to any
[individual](#) or

Kickback

contractor for the [GAT]
purpose of
improperly
obtaining or for
rewarding
favorable
treatment
typically in
connection with
some form of
contract. [D03521]

The fact or
condition of
knowing
something with

Knowledge

familiarity gained through [experience](#) or [\[PD-U\]](#) association. For example: the sum of what is known such as the [tools](#) and [techniques](#) of effective [project management](#).

[D02918]

Knowledge

The sum of [knowledge](#) that is basic to the given circumstances, e.g. the [organization's](#)

Base

estimating
database, or
anecdotal records
of risk events on
past projects, etc.
[D02919]

[PD-U]

**Knowledge
Management**

The acquisition,
management and
distribution of
relevant
information to the
parties who need
to know.. [D02920]

[PD-U]

**Known,
Known-
unknown,
Unknown-
unknown**

A [method](#) of
classifying [risks](#)
according to the
amount of
[information](#)
available. [D00887]

[\[RMH\]](#)

**Known-
Unknown**

See [Known,
Known-
Unknown,
Unknown-
Unknown method.](#)
[D00888]

KPI

See [Key
Performance](#)

	<u>Indicators</u>	
KSI	See <u>Key Success Indicators</u>	

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Labor — to — Leadership

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Term	Definition (links in blue;  signifies Editor's Choice)	Source
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Labor

1. The expenditure of physical or mental effort especially when difficult or compulsory.
 2. Human activity that provides goods or services
 3. An economic group comprising
- [\[Webster's\]](#)

those who
do [manual](#)
labor,
generally
represented
by labor
unions.

[D02921]

Labor Agreements

[Formal contracts](#)
between the
[enterprise](#) and its [\[PD-U\]](#)
[labor](#) unions.

[D02922]

[Project](#) activities

Labor Intensive

that have a high [content](#) of [manual effort](#) relative to [production](#) achieved through the use of mechanical equipment.

[D02923]

[\[PD-U\]](#)

Labor Pool

A pool or [agency](#) from which [workers](#) can be hired by interested employers.

[D02942]

[\[PMDT\]](#)

**Labor
Productivity**

See [Productivity](#).
[D03638]

**Labor Rate
Variances**

Difference
between [planned
labor](#) rates and [\[WST\]](#)
[actual labor](#)
rates. [D00890]

Labor

Those [formal](#)
activities
developed by an
[organization](#) to
negotiate and
[\[PMK8'](#)

Relations

bargain with its [workforce](#), whether or not that [workforce](#) is unionized. [D00891]

**Labor
Turnover**

The [relationship](#) between employee hirings and separations. [PMDT]
[D02943]

Ladder

A [sequence of parallel activities](#) connected at [\[WST\]](#)

their starts or [finishes](#), or both.
[D00892]

Ladder Activity

A type of [activity](#) identified in [network scheduling](#). An arrangement in which two or more series of activities [progress](#) [concurrently](#) but in lockstep because of dependent [links](#) between the

[\[PD-U\]](#)

same rungs of
each [ladder](#).

[D02924]

Lag

A [modification](#)
of a [logical](#)
[relationship](#)
which directs a
[delay](#) in the
[successor task](#).

For example, in
a [finish-to-start](#)
[dependency](#) with [\[PMK90](#)
a 10 day lag, the
[successor](#)
[activity](#) cannot
start until 10

days after the [predecessor](#) has [finished](#). See also [lead](#). [D00893]

Lag

The [logical relationship](#) between the start and/or [finish](#) of one [activity](#) and the start and/or [finish](#) of another [activity](#). [D00894]

[\[PMK8'](#)

✓ The amount of [time](#) after one

Lag

task is started or finished before the next task can be started or finished. [D00895]

[OTOB
271-4]

Lag

The time delay between the start or finish of an activity and the start or finish of its successor(s). See finish-to-finish lag, finish-to-start lag, and start-to-start lag. [D00898]

[WST]
[PMST]

Lag Duration

A duration by which a given task must be completed before the succeeding activity can begin. [D00896]

[CPMU
176-8]

The four basic types of lag relationships between the start and/or finish of a work item and

Lag Relationship

the start and/or finish of another work item are :

[PMK8'

1. Finish to Start
2. Start to Finish
3. Finish to Finish
4. Start to Start

[D00897]

The amount of time delay

Lag Time

between the [completion](#) of one [task](#) and the start of its [successor task](#).

[D00899]

[\[MSP98\]](#)

Lagging

Deliberately setting the start, or [finish](#), of on [activity](#) behind the start, or [finish](#), of another. A [scheduling technique](#) necessary to enable relatively

[\[PD-U\]](#)

concurrent
progress on
more than one
activity. [D02925]

Language

A systematic
means of
communicating
ideas or feelings
by the use of
conventionalized
signs, sounds, or
gestures. [D00900]

[PMK8'

For inventory

Last In, First Out ("LIFO")

accounting
purposes, the last unit into the inventory is assumed to be the first unit to be drawn out. The inventory value assigned to any unit drawn out is the value of the last unit recorded as still being in inventory. It does not matter which unit is physically drawn out of

[GAT]

inventory. See
also [FIFO](#).

[D03520]

Late Bid

A bid received
in the office
[designated](#) in the
[invitation for
bids](#) after the
exact [time](#) set for
opening. [D03522]

[\[GAT\]](#)

Calculated in the
[backward pass](#)
of [time analysis](#),
late dates are the

[\[WST\]](#)

Late Dates

latest dates on which an [activity](#) can start and [finish](#). [D00901]

Late Event Date

Calculated from [backward pass](#), it is the latest date an [event](#) can occur. [D00902]

[WST]

Late Finish ("LF")

✓ The latest [time](#) an [activity](#) may be [completed](#) without [delaying](#)

[PMK8'

the project finish date. [D00903]

Late Finish

The latest dates by which an activity can finish to avoid causing delays in the project.

Many PM

software packages

calculate late dates with a

backward pass

from the end of the project to the

[WST]

[PMST]

beginning. [D00905]

Late Finish Date ("LFD")

In the [critical path method](#), the latest possible date that an [activity](#) may be [completed](#) without [delaying](#) [\[PMK90\]](#) a specified [milestone](#) (usually the [project finish date](#)). [D00904]

Late Start ("LS")

✓ The latest time an activity may begin without delaying the project finish date of the network. This date is calculated as the late finish minus the duration of the activity.

[D00906]

[PMK8'

The latest dates by which an activity can start to avoid causing

Late Start

delays in the project. Many PM software packages calculate late dates with a backward pass from the end of the project to the beginning. [D00908]

[WST]
[PMST]

Late Start

In the critical path method, the latest possible date that an activity may be begun without

[PMK90]

Date ("LSD")

delaying a specified milestone (usually the project finish date). [D00907]

Latent Defect

A defect which exists at the time of acceptance but cannot be discovered by a reasonable inspection. See also Patent Defect. [D03523]

[GAT `]

**Lateral
Communication**

Communication
across lines of
equivalent
authority or
between
managers at the
same level in an
organization's
hierarchy. [D00909]

[OTOB
271-4]

**Lateral
Thinking**

A technique used
to encourage
new and creative
ideas. [D02944]

[PMDT]

Latest Finish

In a [network diagram schedule](#), the latest [time](#) at which an [activity](#) can be [finished](#).
[D00910]

[SPM 309]

Latest Finish

✓ The latest day a [work item](#) can [finish](#) without [affecting](#) the [project duration](#) assuming that all subsequent [work items](#) start as soon as they are able and are

[CCCP]

completed in
their expected
times. [D00911]

**Latest Finish
Time**

See Late Finish.
[D02926]

Latest Start

In a network
diagram
schedule, the
latest time at
which an activity
can be started.
[D00912]

[SPM 30
9]

Latest Start

✓ The latest day that a work item can start without affecting the final project duration. This assumes that it is completed in its expected time and all subsequent work items start as soon as they are able and are completed in their expected times. [D00913] [CCCP]

Latest Start Time

See [Late Start](#).
[D02927]

Launch, project

See [Project Initiation](#). [D02928]

Law

A binding custom or [practice](#) of a [community](#), enforced by the judiciary. A rule of conduct or [action](#) [prescribed](#) or [formally](#)

[\[Webster's\]](#)

recognized as binding or enforced by a [controlling authority](#). [D02929]

Laws

The [rules](#) and [regulations](#) one must abide by. [D02945]

[\[PMDT\]](#)

Layoff

The temporary separation of [workers](#) from their jobs. The situation occurs

[\[PMDT\]](#)

when companies must let [workers](#) go for lack of [work](#). [D02946]

LCC

See [Life Cycle Cost](#)

A [modification](#) of a [logical relationship](#) which allows an acceleration of the [successor task](#). For example, in a

Lead

[finish-to-start dependency](#) with a 10 day lead, the [successor activity](#) can start 10 days before the [predecessor](#) has [finished](#). See also lag. [D00914]

[\[PMK90\]](#)

Lead Duration

A [duration](#) by which a given [task](#) must be started before the succeeding [activity](#) can begin. [D00915]

[\[CPMU 176-8\]](#)

Lead Time

An overlap between [tasks](#) that have a [dependency](#).

[D00916]

[\[MSP98\]](#)

Lead Time

✓ The [time](#) required by one [task](#) before another [task](#) can begin. [D00917]

[\[OTOB\]](#)

Leader

One who takes the [lead](#) or initiative through [\[Webst\]](#)

leadership.

[D02930]

Leader

Someone who guides people along a way, hopefully to the successful accomplishment of personal and organizational objectives.

[PMDT]

[D02947]

The process by which the project manager

Leadership

influences the project team to behave in a manner that will facilitate project goal achievement.

[D00918]

[PMK8'

Leadership

Getting others to follow direction.

[D00919]

[WST]

The art of getting others to want to do something

Leadership

that you are convinced should be done.

[D02336]

[\[20\]](#)

An ability to get things done well through others. It requires:

- A [vision](#) of the destination
- A compelling reason to get there

Leadership

[\[SU\]](#)

- A realistic [time](#)table, and
- A capacity to attract a willing [team](#)

[D02337]

Leadership

The art of influencing others to willingly strive for the [completion](#) of group [goals](#).

[D02948]

[\[PMDT\]](#)

Leadership

✓ The ability to identify what work has to be done and then to select the people who are best able to tackle it. It is about setting goals and objectives and generating enthusiasm and motivation amongst project team members and stakeholders to work towards

[CRMP]

those [objectives](#).

[D03443]

Leadership

The art of getting others to follow, whereas [management](#) is defined as the art of getting others to do what one cannot necessarily do oneself, i.e. by organizing, [planning](#) , [controlling](#) and [directing](#)

[\[PNG\]](#)

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Leadership Style — to — Life Cycle Costing

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Leadership Style	The manner in which a leader conducts himself/herself. [D02949]	[PMDT]
Leading	Exercising leadership ; providing direction or guidance ; directing operations , activity , or performance of a group. Also,	[Webste

out in front.

[D02931]

Learning Curve

✓ A concept that recognizes the fact that productivity by workers improves as they become familiar with the sequence of activities involved in the production process. [D00920]

[PMK87]

Learning Curve

A mathematical way to explain and measure the rate of [change](#) of [cost](#) (in hours or dollars) as a function of quantity in a repetitive [operation](#). [D03640] [\[DSMC\]](#)

The [time](#) it takes humans to learn an [activity](#) well enough to achieve optimum

Learning Curve

performance can be displayed by curves, which must be factored into estimates of activity durations in order to achieve planned completion dates. [D03721]

[PPS&C:
p340]

Learning Curve Theory

Theory that explains the learning curve phenomenon. [D02932]

[PD-U]

Lease

A written contract for the renting of property over time for which the property is rented. [D02950]

[PMDT]

Leasehold

Tenure by contract for a certain time; property so held. [D02951]

[PMDT]

Leasing

[Acquisition](#)
from private or
[commercial](#)
[sources](#) other
than by
[purchase](#). Also
referred to as
rent or hire.
[D03525]

[\[GAT\]](#)

Legacy Thinking

Wedded to
outmoded
[concepts](#) and
[practice](#)s. [D02632]

[\[RMW\]](#)

Legal

Established by
law. [D02933]

[\[Webste](#)

Legal Aspects

Considerations
that must be
taken into
account because
of relevant
laws. [D02934]

[\[PD-U\]](#)

Legal Awareness

✓ Recognition
of prevailing
and relevant
law. [D02935]

[\[PD-U\]](#)

An awareness of
the relevant

Legal Awareness

legal duties,
rights, and
processes which
govern in a
particular
project
situation. It may
cover potential
causes of
disputes,
liabilities,
breaches of
contract, means
of resolving a
dispute, and
legal basics of
industrial
relations. [D03444]

[CRMP]

Legal conduct is established and authorized by law. Ethical conduct is established by published professional standards of conduct. Moral conduct is established by generally accepted standards of rightness of conduct.

Legal, Ethical, and Moral Conduct

Considerable overlap may exist in these categories.

[\[CSM\]](#)

Editor's Note: 'Rightness of Conduct' may well be a reflection of the [values](#) of the local or national [culture](#) in which the [project](#) takes place, and which may be very different from that of the

*performing
organization.*

[D04127]

**Legally
Concerned**

Those
individuals who
are concerned
with assuring
that the project
complies with
all aspects of
the law. [D00921]

[PMK87]

An explanatory
list of symbols

Legend

that is or can be shown on a chart of graph.

[D00922]

[\[MSP98\]](#)

Legislation

The exercise of the power and function of making rules (as laws) that have the force of authority by virtue of their promulgation by an official organ of a state or other organization.

[\[Webste](#)

[D02936]

Legitimate

Being exactly as it should be,; neither spurious nor false. In accordant with prevailing law.
[D02937]

[\[PD-U\]](#)

Lessons Learned

The [project team](#)'s learning from the [project](#). Usually defined during [close out](#).
[D02199]

[\[PMMJS\]](#)

Lessons Learned

The capture of what went well as well as past errors of judgement resulting in material failures, wrong timing or other mistakes, all for the purposes of improving future performance.

[D03641]

[RMW]

Letter of Credit

A letter that a [bank](#) promises to honor under stated [conditions](#) when presented to it or another [bank](#).
[D02952]

[\[PMDT\]](#)

✓ A type of letter sometimes [issued](#) to a [contractor](#) to confirm the [award](#) of a [contract](#) and pending the

Letter of Intent

signing of formal contract documents. It is a commitment document. It allows the contractor to prepare for mobilization. Permitting work to start on site before the contract is signed is not recommended as the Owner is without full protection at that

[CCCP]

point until the
construction
contract is
signed. [D00923]

A buyer's letter
to a seller
indicating
possible future
business
involvement if
certain
prerequisite
events happen.
There is no
legal
implication but

Letter of Intent

the [agreement](#) motivates early [planning](#) by the [seller](#).

[\[CSM\]](#)

Editor's Note:

In many [jurisdictions](#), and depending on circumstances, a Letter of Intent could well be [legally](#) binding, to the extent that the seller incurs [planning](#) and [mobilization](#)

[costs](#). [D04128]

**Level
Finish/Schedule
("SF")**

The date when the [activity](#) is [scheduled](#) to be [completed](#) using [\[PMK87\]](#) the [resource allocation process](#). [D00924]

Level Float

The difference between the level [finish](#) and the [late finish date](#). [D00925] [\[PMK87\]](#)

Level of Detail

A policy expression of content of plans, schedules and reports in accordance with the scale of the breakdown of information.

[D00926]

[PMK87]

✓ Support type activity (e.g. vendor or customer liaison) that does not readily

Level of Effort ("LOE")

lend itself to measurement of discrete accomplishment. It is generally characterized by a uniform rate of activity over a specific period of time. [D00927]

[\[PMK96\]](#)

Support type effort (e.g. vendor liaison) that does not readily lend itself to

Level of Effort ("LOE")	<u>measurement</u> of discrete accomplishment. It is generally characterized by a uniform rate of <u>activity</u> over a <u>specific period</u> of <u>time</u> . [D00928]	[PMK87]
	<u>Work</u> that does not result in a final <u>product</u> (such as liaison, <u>coordination</u> , follow-up, or other <u>support</u>	

Level of Effort ("LOE")

activities) and which cannot be effectively associated with a definable end product process result. Level of effort is measured only in terms of resources actually consumed within a given time period.

[WST]

[D00929]

Level of Effort
("LOE")

Effort of a general or supportive nature that does not produce definitive end products or results. [D03642]

[DSMC]

Level of Effort

A predetermined fixed level of qualified personnel over time to accomplish assigned tasks or operations.

("LOE")

*Editor's Note:
The level of the
effort is not
always 'fixed'
but may vary
according to the
exigencies of
the project.*

[D04129]

[\[CSM\]](#)

**Level Start
Schedule**

The date the
activity is
scheduled to
begin using the
resource
allocation
process. This

[\[PMK87\]](#)

date is equal to
or later in [time](#)
than [early start](#).

[D00930]

Leveling

Resolving
[resource](#)
[conflicts](#) or [over](#)
[allocations](#) by
either [delaying](#)
[certain tasks](#) and
[assignments](#) or
by [splitting](#)
[tasks](#). [D00931]

[\[MSP98\]](#)

Leveling

See [Resource](#)
[Leveling](#). [D00932]

Leverage

The means for exercising [influence](#) for attaining [goals](#) or gains. [D03643]

[\[RMW\]](#)

LF

See [Late Finish](#)

LFD

See [Late Finish Date](#)

Amounts owed under

Liabilities

obligations for
goods and
services
received and
other assets
acquired;
includes
accruals of
amounts earned
but not yet due
and progress
payments due on
contracts. [D02953]

[PMDT]

A legal
document that

Licence

allows persons
or [organizations](#)
to perform
[certain](#)
functions. [D02954]

[\[PMDT\]](#)

Lien

A [claim](#) to some
property that a
lender attaches
to a borrower.
[D02955]

[\[PMDT\]](#)

Life Cycle

See [Project Life
Cycle](#). [D02938]

The [phases](#) that

Life Cycle

a [project](#) goes through from [concept](#) through [completion](#). The nature of the [project changes](#) during each [phase](#). [D03722]

[PPS&C
p340]

Life Cycle Cost ("LCC")

✓ The [total cost](#) of a [system](#) or [facility](#) over its full life, including the [cost](#) of [development](#), [acquisition](#),

[PD-U]

operation,
support and
disposal. [D02956]

Life Cycle Cost

The sum of all
costs over the
useful life of a
building, system
or product. It
includes the cost
of design,
construction,
acquisition,
operation,
maintenance,
and salvage (or
resale) value, if

[GAT]

any. [D03526]

Life Cycle Cost

The total cost of implementation and ownership of a system over its useful life. It includes the cost of development, acquisition, operation, maintenance, support, and where applicable, disposal. [D04130]

[CSM]

Life Cycle Costing

Consideration of all costs when designing a project's product, including costs from concept, through implementation, and start up to dismantling. It is typically used for making decisions between alternatives.

[PMK87]

[D00933]

Life Cycle Costing

✓ The concept of including acquisition, operating, and disposal costs when evaluating various alternatives.

[D00934]

[PMK96]

Life Cycle Costing

When evaluating alternatives, Life-Cycle Costing is the concept of including acquisition, operating and

[WST]

disposal [costs](#).

[D00936]

A combination of initial [acquisition cost](#) and [user supporting costs](#). Initial [acquisition](#) cost is the total [price](#) of acquisition including, where applicable, [site](#), [design](#), [construction](#), [management](#),

Life Cycle Costing

inspection,
financing,
equipment,
testing, spare
parts and initial
startup or
occupancy. User
supporting costs
are those
required during
the useful life of
the product,
including
operating,
maintenance,
repair,
replacement,
and logistics

[SU]

[expense](#) to the user. Also referred to as [Overall Cost](#), a term typically used in [Value Management](#).

[D03631]

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Life Cycle Model — to — Lump Sum

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Term	Definition (links in blue;  signifies Editor's Choice)	Source
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Life Cycle Model

A framework containing the processes, activities, and tasks involved in the development, operation, and maintenance of a software product, spanning the life of the system from the definition of its requirements to

[08 -3]

the [termination](#)
of its use. [D00935]

Life Cycle Stage Boundaries

The starting and
ending points
for the [project](#).
[D02200]

[\[PMMJ9\]](#)

Life Cycle Time Frame

The [time](#) span
covering the
whole [project
life cycle](#).
[D02939]

[\[PD-U\]](#)

LIFO

See [Last In,
First Out](#)

Likelihood

✓ Another term
for probability.
[D00937]

[RMW]

Likelihood

The probability
of a risk
occurring. Used
in risk analysis
as one part of
the assessment
of a risk the
other being
impact. [D03866]

[PNG]

The value of

Limitation of Funds

funds available for expenses beyond which no work could be authorized for performance during the specified period. [D00938]

[PMK87]

Limitations

Boundaries and restrictions.
[D02940]

[PD-U]

Limited

A partnership that limits each partner to the

Partnership

share of his or
her investment.

[D02957]

[PMDT]

**Limiting
Quality ("LQ")**

The maximum
defective in
product quality
(or the worst
product quality)
that the
consumer is
willing to
accept at a
specified
probability of
occurrence.

[D00939]

[USDoD
[QMPP]

**Limits of
Authority
("AOL")**

A corporate policy that provides guidelines for issuing proposals and bidding in the interest of risk detection and evaluation.

[D02958]

[PMDT]

An authority relationship in organizational positions where

Line

one person (a [manager](#)) has [responsibility](#) for the activities of another person (the subordinate).

[D02959]

[\[PMDT\]](#)

Two kinds of functions in an [organization](#).
[Line](#) refers to those functions that have a direct [responsibility](#)

Line and Staff

for accomplishing the end [purpose](#) of the [organization](#). [Staff](#) refers to those members who perform purely advisory functions. [D02960]

[\[PMDT\]](#)

Line Item

The smallest [unit of product](#) whose [status](#) is tracked in a [status system](#). [D00940]

[\[PMK87\]](#)

Line Manager

See [Functional Manager](#). [D00941]

Line Manager

The [manager](#) of any group that makes a [product](#) [\[WST\]](#) or performs a service. [D00942]

A [graphical display](#) of [scheduled](#) units versus [actual](#) units over a given set of

**Line of
Balance**
("LOB")

critical
schedule
control points
on a particular
day. The line of
balance
technique is
oriented
towards the
control of
production
activities.
[D02941]

[PMDT]

Credit that
remains
available to a
customer at all

Line of Credit

times. An agreement between a bank and a borrower to borrow up to a specified amount. [D02963]

[PMDT]

Line Organization

A hierarchic company organization. [D00943]

[NPMT]

✓ Those responsible for activities in one

Line/Functional Manager

of the primary functions of the [organization](#), such as [production](#) or [marketing](#), with whom the [project manager](#) must relate in achieving the [project's goals](#).
[D00944]

[\[PMK87\]](#)

Linear

Involving a single dimension, with emphasis on a straight [line](#).

[\[Webste\]](#)

Linear Responsibility

A special type of matrix in which the rows list the series of functions, activities, or tasks in some logic sequence, such as the project life cycle, and the adjacent columns identify the positions, titles or people

Chart

involved. At the intersection of each adjacent column and its [line item](#) is placed a distinguishing symbol representing the level or type of [responsibility](#) involved by that person. [D02186]

A [dependency](#) between [tasks](#)

Link

that specifies when a [task](#) begins or ends relative to another task.
[D00945]

[\[MSP98\]](#)

Link

See [Logical Relationship](#).
[D00946]

Linkage

See [Link](#). [D02964]

Linked Bar

A [bar chart](#) drawn to show [dependency](#)

[\[PD-U\]](#)

Chart

[links](#) between activities/[tasks](#).
[D02965]

Linked Projects

A [bar chart](#) showing [dependency links](#) between activities on different [projects](#). [D03867]

[\[PNG\]](#)

Links

See [Dependency Links](#). [D00947]

Liquidated Damages

A stipulation in a [contract](#) of a monetary amount that must be paid by the [contractor](#) if the [contractor](#) fails to deliver [supplies](#) or perform [services](#) as specified in the [contract](#) or any subsequent [modification](#). [Payments](#) are in lieu of [actual](#)

[GAT]

damages related
to the [failure](#).

[D03527]

Lists, Project

The tabulations
of [information](#)
organized in
meaningful
fashion. [D00948]

[\[PMK87\]](#)

LOB

See [Line of
Balance](#)

The act of
determining

**Locate
Responsibility**

who is responsible for a [particular activity](#) or [event](#). [D02966]

[\[PD-U\]](#)

Location

A position or [site](#) occupied or available for occupancy or marked by some distinguishing feature. [D02967]

[\[Webster\]](#)

LOE

See [Level of](#)

[Effort](#)

Logic

See [Network Logic](#). [D00949]

Logic

The interdependency of the activities in a [network](#). [\[PMK87\]](#)
[D00950]

Logic Diagram

See [Project Network Diagram](#). [D00951]

Logic Link

See
[Dependency
Links](#). [D00952]

Logic Loop

A circular
[sequence](#) of
[dependency
links](#) between
activities in a
[network](#). [D00953]

[\[WST\]](#)

Logic Network

Diagram
showing
[dependencies](#)
between
activities.

[\[NPMT\]](#)

[D00954]

Logic Restraint

A [dummy](#) which defines the [dependency](#) of one [part](#) of the [network](#) on another [part](#) of it. [D00955]

[\[CPMUS
176-8\]](#)

Logic Sequencing

The arranging of [project](#) activities in to a self-evident or reasoned and [progressive](#) series. [D02968]

[\[PD-U\]](#)

A [dependency](#) between two [project](#) activities, or between a [project activity](#) and a [milestone](#). See also [precedence relationship](#).

The four possible types of [logical relationships](#) are:

Logical Relationship

- Finish-to-start: the "from" activity must finish before the "to" activity can start.
- Finish-to-finish: the "from" activity must finish before the "to" activity can finish.

- Start-to-start: the "from" activity must start before the "to" activity can start.

- Start-to-finish: the "from" activity must start before the "to" activity can finish.

[D00956]

Logical Relationship

✓ A
dependency
between two
project
activities or
between a
project activity
and a milestone.
[D00957]

[WST]

The business of
planning and
carrying out the
movement and

Logistics

[maintenance](#) of
[resources](#) to
accomplish a
[particular task](#).

[D03644]

[\[RMW\]](#)

Logistics

✓ [Services](#) and
[supplies](#)
necessary to the
deployment and
[support](#) of a
[system](#). [D04131]

[\[CSM\]](#)

The [supply](#) and
[maintenance](#) of
[material](#)

Logistics Support

essential to
proper
operation of a
system in the
field. [D02969]

[PMDT]

Services
provided to
deploy, operate,
and maintain
systems.
Typical
services include
transportation,
maintenance,
supply, training,
spares, data

Logistics Support

management,
operations and
maintenance
personnel,
computer
resources,
packaging and
handling,
interface
management,
and support
equipment.

[D04132]

[CSM]

Those
components of a
system or piece

Long Lead Items

of equipment
for which the
times to design
and fabricate
are the longest
and for which
an early
commitment of
funds may be
desirable or
necessary in
order to meet
the earliest
possible date of
system
completion.

[DSMC]

[D03645]

Long Lead Procurement

The early procurement of material or parts to accommodate early use or long procurement spans.

Contractors may [CSM] choose to seek buyer-approved pre-award commitments of funds to meet the long lead requirements.

[D04133]

Long-Term

Anything occurring over or involving a relatively long [period](#) of [time](#).

Editor's Note:

Generally thought of as several years.

[D02970]

[\[Webster\]](#)

A [network path](#) that passes the same [node](#) twice. Loops

Loop

cannot be analyzed using traditional [network analysis techniques](#) such as [CPM](#) and [PERT](#). Loops are allowed in [GERT](#) [D00958]

[\[PMK96\]](#)

Loop

In [networks](#), a set of symbols indicating that one or more activities are mutually

[\[WST\]](#)

dependent.

[D00959]

Loop

✓ A path in a network closed on itself passing through any node more than once on any given path. The network cannot be analyzed, as it is not a logical network.

[\[PMK87\]](#)

[D00960]

A situation that

Loss

exists when [cost](#) is greater than [revenue](#) (e.g., [contract price](#)). [Profit](#) is negative. [D03528]

[\[GAT\]](#)

Lot

A collection of units of [product](#) bearing [identification](#) and treated as a unique entity from which a [sample](#) is to be drawn and

[\[MIL-ST 105\]](#)
[\[QMPP\]](#)

inspected to
determine
conformance
with the
[acceptability
criteria](#). [D00961]

Lot Formation

The [procedure](#)
of collecting,
segregating, or
delineating
[production](#) units
into
homogeneous
identifiable
groups
according to

[\[MIL-ST
109A\]
\[QMPP\]](#)

type, [grade](#),
class, size,
composition, or
condition of
manufacture.
[D00962]

Lot Size

The number of
units of [product](#)
in a lot. [D00963]

[\[MIL-ST
105\]](#)
[\[QMPP\]](#)

LQ

See [Limiting
Quality](#)

LS

See [Late Start](#)

LSD	See Late Start Date	
Lump Sum	See Fixed Price . [D02971]	

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Terms v2*

M-H/M/Y — to — Mandatory

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	S

M-H/M/Y

See [Man-Hour/Month/Year](#)

**Macro
Environment**

[Consideration](#),
inter-[relationship](#)
and [action](#) of
outside [changes](#)
such as [legal](#),
[social](#), economic,
political or
[technological](#)
which may directly
or [indirectly](#)
[influence specific](#)
[project actions](#).

[D00964]

Macro Environment Variables

Influences of the larger environment, i.e. outside of, and perhaps well beyond, the immediate purview of the project. [D02972]

Main Plan

See Master Plan. [D00965]

Main process

The overall process of the project work. [D00966]

Maintainability

✓ A characteristic of design and installation which inherently provides for an item to be retained in, or restored to a specified condition within a given period of time, when the maintenance is performed in accordance with prescribed procedures and

resources. [D00967]

Maintainability

The ability of an item to be retained in or restored to specific conditions when maintenance is performed by personnel having specific skill levels, using prescribed procedures and resources, at each prescribed level of maintenance and repair. [D03646]

Maintenance

Upkeep of property, equipment, or [conditions](#) (such as [working conditions](#).) [D02973]

Maintenance Quality Assurance

The [determination](#) that [material](#) maintained, overhauled, rebuilt, modified, and reclaimed conforms to the [prescribed technical](#)

requirements.

[D00968]

Major Defect

A defect other than critical, that is likely to result in failure, or to reduce materially the usability of the unit of product for its intended purpose. [D00969]

A unit of product that contains one or more major

Major Defective

[defects](#), and may also contain [minor defects](#) but contains no [critical defect](#). [D00970]

Major Facility Project

A [project](#) category where the [deliverable](#) is a multipurpose [facility](#) resulting from new [construction](#) or major renovation. [D04134]

Make-or-Buy

A [decision process](#) in which it is determined whether to manufacture internally, or buy from [external sources](#) some [component](#), article or item of equipment. [D02974]

Make-or-Buy

A [determination based on relative overall costs](#) for an assumed quantity of

Decision

production, to produce the product in-house or to purchase from outside sources. [D03647]

I

**Man-
Hour/Month/Year**
("M-H/M/Y")

The effort equal to that of one person during one hour/month/year. [D03649]

I

A process in the project management system that

Management

consists of direction and control to gets results according to established performance standards for scope, quality, time and cost. The process includes participation in setting the performance standards and in monitoring performance.

[D00971]

Management

The act of [managing](#), [controlling](#), the persons and other [resources](#) employed in a business, [project](#), etc. [D00972]

Management

✓ The [process](#) of [planning](#), organizing, executing, coordinating, [monitoring](#), [forecasting](#) and exercising [control](#).

[D00973]

Management

The art of getting others to do what one cannot necessarily do oneself, by organizing, controlling and directing resources. [D03445]

A management style in which exceptions to the baseline or plan

Management by Exception

are identified on a regular basis and acted upon, rather than [reviewing](#) every detail in every [monitoring](#) cycle.

Editor's Note: A [management style](#) particularly suited to the pressure of a [project environment](#).

[D02975]



The [issue](#) of

Management by Exception

management reports to responsible managers only when action is called for. This helps the manager to avoid wading through voluminous reports where progress is going according to plan. However, the system may require subjective judgment by someone who is

not as well placed to do so as the manager himself.

Exception reports

tend to be harbingers of bad news without the good news and hence seen as detrimental rather than beneficial.

[D03068]

A management theory that calls for managing people based on

Management By Objectives ("MBO")

documented work statements

mutually agreed to by manager and subordinate.

Progress on these work statements is periodically reviewed, and in a proper implementation, compensation is tied to MBO performance.

[D00974]

A term that is gaining popularity,

Management by Project

used to describe normal management processes that are being project managed. [D00975]

11

Management by Projects

✓ The separating out of discrete activities by corporate management, designating them as projects, and managing them using the tools and techniques of

11

project
management.

[D00976]

Part of the Hewlett Packard legacy and popularized by management theorist Tom Peters. MBWA works on the assumption that a manager must circulate to fully understand the team's performance and problems. The best

Management By

Walking Around ("MBWA")

managers, according to Peters, spend 10 percent of their time in their offices, and 150 percent of their time talking and working with their people, their customers, and their suppliers.

[D00977]

A point on the

Management Control Point

Work Breakdown Structure where budgeted and actual costs, schedule and work scope are integrated, planned and managed.
[D02265]

Management

✓ A point in the project life cycle, usually separating major Phases or Stages, at which senior management has the opportunity to confirm or deny

Control Point

continuation into the next [Phase](#) or [Stage](#).

*Editor's Note:
Sometimes referred to as a [Control Gate](#).*

[D02266]

Management Development

All aspects of [staff planning](#), recruitment, [development](#), training and [assessment](#). [D00978]

Management Fundamentals

Those general [principles](#) of [management](#) that are considered to be of prime importance in practical [application](#). [D02976]

Management Information Center

An area where [project](#) [information](#) such as [WBS](#), [network](#), [master schedule](#), top ten [problems](#) list, etc., is [displayed](#) to

provide broad visibility into the health of the [project](#). [D04135]

An orderly and [disciplined](#) [accounting](#) and [reporting](#) [methodology](#), usually mechanized, which provides for the accurate [recording](#) of [data](#), and the [timely](#) extrapolation and

**Management
Information**

System ("MIS")

transmission of management information used in the decision-making process. See also Project Management Information System. [D01031]

Management

✓ A system dedicated to increasing the effectiveness of the enterprise by implementing

Information System

computer-based data retrieval, presentation systems, and productivity tools.

[D04136]

Management Plan

Document that describes the overall guidelines within which a project is organized, administered and managed to assure the timely accomplishment of

[project objectives.](#)

[D00979]

Management Reserve

See [Reserve.](#)

[D00980]

Management

A portion of the [contract budget base](#) that is held for [management control purposes](#) by the [contractor](#) to cover the [expense](#) of unanticipated [program](#)

Reserve ("MR")

requirements. It is not a part of the performance measurement baseline. Another term for management reserve is Contingency.

[D00981]

A portion of approved project budget, under the control of management, which is reserved

Management Reserve

for unidentified or unexpected [work](#) inside the [scope](#) of the [project](#). This [reserve](#) is excluded from the [baseline](#) until it is assigned.

Editor's Note:

From this [definition](#) and from the [project manager's](#) perspective, he or she would not consider it [part](#) of the [project scope](#) until [released](#) as a

scope change
(increase). [D02268]

Management Reserve

✓ An amount of the owner's total allocated budget withheld under the owner's management control, rather than assigned as part of the project's scope under the control of the project manager. [D03648]

Management Structure

Identification of management participants and their hierarchical relationships.

[D02977]

The project manager may adopt several different management styles, according to circumstances, in the process of leadership and team motivation. These include :

- Authoritarian:
Lets
individuals
know what is
expected of
them, gives
specific
guidance as
to what
should be
done, makes
his part of the
group
understood,
schedules
work to be
done, and
asks group

members to follow standard rules and regulations.

- Combative: A project manager that is marked by an eagerness to fight or be disagreeable over any given situation.
- Conciliatory: A project manager that

is friendly
and
agreeable;
one that
attempts to
assemble and
unite all
project
parties
involved to
provide a
compatible
working
team.

- Disruptive: A
project
manager that
tends to break

Management Styles

apart the unity
of a group,
one that tends
to be an
agitator and
causes
disorder on a
project.

- Ethical: A
project
manager that
is honest,
sincere, able
to motivate
and to press
for the best
and fairest
solution, one

generally goes "by the books."

- Facilitating:
The project manager is available to answer questions and give guidance when needed; he does not interfere with day to day tasks, but rather maintains that status quo.

- Intimidating:
A project manager that frequently reprimands employees for the sake of an image as a "tough guy," at the risk of lowering department morale.
- Judicial: A project manager that exercises the

use of sound
judgment or
is
characterized
by applying
sound
judgment to
most areas of
the project.

- Promotional:
Encourages
subordinates
to realize
their full
potential,
cultivates a
team spirit
and lets

subordinates
know that
good work
will be
rewarded.

- Secretive: A project manager that is not open or outgoing in speech activity, or purpose much to the detriment of the overall project.

Management System	<u>Organizational structure and administrative routines through which <u>management</u> is exercised.</u> [D00983]	I
Management Time	Man-hours related to the <u>project management team.</u> [D00984]	I

Manager

One whose [work](#) or profession is [management](#).

[D02978]

Manager Interfaces

The means by which interaction or [communication](#) is achieved between [managers](#) with differing responsibilities, e.g. between [project managers](#) on [concurrent projects](#). [D02979]

Managerial Quality Administration

The [managerial process](#) of defining and [monitoring](#) policies, responsibilities and [systems](#) necessary to retain [quality standards](#) throughout the [project](#). [D00985]

The [reserve accounts](#) for allocating and maintaining funds for [contingency](#)

Managerial Reserves

[purposes](#) on over- or under-spending on [project](#) activities. These [accounts](#) will normally accrue from the [contingency](#) and other [allowances](#) in the [project budget estimate](#),
[D00986]

Managing

Exercising [executive](#), [administrative](#), or [supervisory direction](#). [D02980]

Managing Change

A term that is used to characterize [Project Management](#).

[D02981]

Managing Organizations by Projects ("MOBP")

See [Management by Projects](#). [D02982]

Managing Scope

The careful [control](#) of [changes](#) and

	deliverables. [D03446]
Mandatory	A requirement that is ordered by regulation or directed by senior authority and must be complied with. [D02983]

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Manpower — to — Matrix Organization

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Term	Definition (links in blue; ✓ signifies Editor's Choice)

Manpower

The total number of people who are suited to a [particular type of work](#). The term is typically associated with Manpower [Requirements](#) or [Availability](#), etc. [D03650]

Manpower Planning

✓ The [process](#) of [projecting](#) the [organization's manpower](#), [needs](#) over [time](#), in terms of both numbers and [skills](#), and obtaining the [human resources](#) required to

match the organization's needs. See human resources management. [D00987]

Knowledge of a project's WBS, schedule and other objectives, and a general understanding of the project life-cycle is required to develop a manpower plan. The plan should show what types of positions have to be filled, in what numbers and when.

Manpower

Planning

This helps to establish [qualification requirements](#), alternate ways of [staffing](#), and realistic [lead times](#) for recruiting. It may also point up a [resource restraint](#). See also [Job Description](#), [Organization](#) and [Methods](#), and [Resource Leveling](#). [D03069]

Manpower Projection

[Planned future personnel requirements](#). [D00988]

Manual

Work done by hand, and not by machine, and requiring skill and physical energy. [D02984]

Manuals

Books of reference providing standard operating management or technical information. [D02985]

Manufacturing

Making into a product suitable for use. [D02986]



Margin

1. A spare amount or measure or degree allowed or given for contingencies or special situations.
2. A bare minimum below which or an extreme limit beyond which something becomes impossible or is no longer desirable.
3. The difference which exists

between net sales and the cost of merchandise sold and from which expenses are usually met or profit derived.

[D02987]

Margin

In design, margin is the amount of designed-in performance above expected operating performance. In qualification, margin is the measure of demonstrated

performance above that required for normal handling and operations. [D04137]

Determination of incremental cost and hence trade-off value of additional material for performance or safety, additional labor for faster progress, and so on. It is used where unit costs are not appropriate because some costs such as rental or overheads are

**Marginal
Costing**

already in place. Some adjustment must be made for reduction in productivity due to work transfer or for divided responsibility, for example, following introduction of a second shift on the same activity. [D03070]

1. A meeting together of people for the purpose of trade by private purchase and sale.
2. The course of

Market

commercial activity by which the exchange of commodities is effected; extent of demand.

3. A geographical area of demand for commodities or services, e.g. the foreign market for consulting services.
4. The available supply of or potential demand for specified goods or services,

e.g. the labor market.

5. The area of economic activity in which buyers and sellers come together and the forces of supply and demand affect prices.

[D02988]

Market Analyst

A person skilled in the analysis of the market.

[D02989]

Market Capitalization

A measure of the [value](#) the [market](#) places on a [company](#) (or [part](#) of its [assets](#).) [D02633]

Market Price

The [value](#) determined at 'arm's length' between a willing [buyer](#) and a willing [seller](#), each acting rationally in his or her own best interest. [D02990]

A [technique](#) for improving [project performance](#) by

Market Research

surveying the industry. For example, by researching published data on the construction industry, it may be possible to schedule the construction of a project at a time when tenders will be more competitive. Market research may also reveal new or more economic materials, systems and methods for incorporation in the scope of work. [D03071]

Market Share

The proportion of the total estimated available market that the sales of a product or products of an enterprise represent.

[D02718]

Market Survey

The collection and analysis of data from potential sources to determine the capability of satisfying a requirement. The testing of the marketplace may range from written or

telephone contact with [knowledgeable experts](#) regarding similar [requirements](#), to the more [formal Request For Information](#). [D04138]

Market Value Added

See [Added Value](#), in the [context](#) of the [market](#) place. [D02991]

Marketing

✓ The [process](#) or [technique](#) of promoting, [selling](#), and distributing a [product](#) or service. [D02992]

Marketing

The process of matching the abilities of an organization with the existing and future needs of its customers, to the greatest benefit of both parties. The result is an exchange in which the organization receives income through the meeting of customers' needs and customers receive benefits that satisfy their expectations.

[D03447]

The collection of information on market requirements, planning to select and budgeting to pursue segments of those requirements, actively pursuing those segments and analyzing results of the effort to improve the marketing strategy. It includes:

- Market research or intelligence
- Profitability planning

Marketing

- Distribution planning
- Advertising and promotion
- Creating and keeping [customers](#), and
- Organizing [sales](#) to maximize [market share](#).

Marketing requires seeing the whole business from the [client](#) or [buyer](#)'s point of [view](#). Business [development](#), [selling](#) and securing a [contract](#)

are all subsets of marketing. [D04303]

Markup

The amount added to estimate line items to cover payroll on-costs, supervision, administration and profit. Alternatively may just refer to the overhead and profit added to the bottom of an estimate for purposes of submitting a bid or invoice. [D03654]

Master

Someone or something that has [authority](#) or [control](#) of others or other things, e.g. [Master Schedule](#) as a primary [source](#) of overarching [schedule information](#). [D03001]

Master Builder

A term referring to the [designer/builders](#) and architects of impressive [buildings](#) of ancient [times](#). [D03002]

Master Plan

Plan showing the main project structure (syn: Main Plan.) [D00989]

**Master
Project
Schedule**

The highest level summary schedule for a project, depicting overall project phasing and all major interfaces, contractual milestones, and project elements. [D04139]

A schedule containing activities and milestones

Master Schedule

corresponding to a high level of [project control](#). It is the [master reference base](#) for [time control](#) and should only be revised under the [conditions](#) described in Chapter 17. [D00990]

Master Schedule

A summary level [schedule](#) which identifies the major activities and key [milestones](#). See also [milestone schedule](#). [D00991]

Master Schedule

An [executive](#) summary-level [schedule](#) which identifies the major [components](#) of a [project](#), and usually also identifies the major [milestones](#),
[D00992]

Master Schedule

✓ A [summary schedule](#) that identifies major activities and [milestone](#)s. [D00993]

The highest summary level [schedule](#) for a

Master Schedule

[project](#) showing the overall [phasing](#) and all major [interfaces](#), key [milestones](#) and significant [work elements](#). [D02269]

Master Time Schedule

[Plan](#) showing the main [project](#) activities with expected [durations](#).
[D00994]

Property which may be incorporated into or attached to an [end item](#) to be delivered under a [contract](#) or which may

Material

be consumed or expended in the performance of a contract. It includes, but is not limited to raw and processed material, parts, components, assemblies, fuels and lubricants, and small tools and supplies which may be consumed in normal use in the performance of a contract. [D00995]

Material

✓ Property that may be incorporated into or attached to a deliverable end item or that may be consumed or expended in performing a contract. It includes assemblies, components, parts, raw and processed materials, and small tools and supplies that may be consumed in normal use in performing a contract.
[D03529]

The standards and

Material Handling

processes for packaging, shipping and/or transporting materials [D03003]

Material Requirements Planning ("MRP")

An approach for material planning and ordering based on known or forecast demand requirements, lead times for obtaining each item, and existing inventories of all items. [D00996]

A plan for sourcing and sequencing materials

Material Resource Plan

for a [project](#). See, for example, [Just-in-Time](#).
[D03004]

Material Review Board

The [formal Contractor-Government Board](#) established for the [purpose](#) of [reviewing](#), evaluating, and disposing of [specific](#) non-conforming [supplies](#) or [services](#); and, for assuring the [initiation](#) and accomplishment of [corrective action](#) to preclude recurrence.

[D00997]

Materials Control

[Controlling](#) flow of
[materials](#), i.e.
equipment and bulks to
a [building site](#) or yard.
[D00998]

Mathematical Analysis

See [Network Analysis](#).
[D00999]

Mathematical Programming

See [Computer
Modeling](#). [D03072]

[Organizations](#) were

Matrix Management

traditionally managed by a series of functional [departments](#). [Projects](#) cut across [departmental](#) boundaries and create a matrix. Types of matrix include Functional, Coordinated, [Balanced](#), Secondment and [Project](#). [D03868]

A cooperative [organization approach](#) in which:

- The [project office](#)

Matrix Management

defines "what is required and when it is required" and

- The [functional organizations](#) define "how it is to be done" and perform the required [work](#).

The [project manager](#) often [actually](#) "buys" these [services](#) with [project](#) funds. [D04140]

An [organizational structure](#) that uses

Matrix Organization

functional [supervisors](#) as well as [project supervisors](#) to manage the same people, depending on the [assignment](#). A strong matrix is similar to a pure [project organization](#), while a weak matrix operates more like a [functional organization](#). [D01000]

Matrix Organization

An [organizational Structure](#) where the [lines](#) of [responsibility](#) go in at least two

directions. [D01001]

Matrix Organization

An organizational structure where the project manager and the functional managers share the responsibility of assigning priorities and for directing the work. [D01002]

Matrix

Any organizational structure in which the project manager shares responsibility with the functional managers for

Organization

assigning priorities and for directing the work of individuals assigned to the project. [D01003]

Matrix Organization

The form of organization in which there is a project management functional specialty as well as other functional specialties, and where the project management function has responsibility for accomplishing the

project work by drawing upon the other functional specialties as required. [D01004]

Matrix Organization

A two dimensional organizational structure in which the horizontal and vertical intersections represent different staffing positions with responsibility divided between the horizontal and vertical authorities. [D01005]

Matrix Organization

✓ A combination of the advantages of the pure functional (traditional) structure and the product organizational structure. The project manager has total responsibility and accountability for project success, functional managers provide technical and business assistance to the project manager from outside the project management office. [D03652]

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Matrix

Responsibilities — to — Milestone Schedule

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Term	Definition (links in blue; ✓ signifies Editor's Choice)
------	---

**Matrix
Responsibilities**

A [method](#) of allocating precise responsibilities to a [project team](#). [D01006]

**Matrix
Responsibility
Chart**

A [chart](#) showing the respective authorities and responsibilities of [personnel working in a matrix organization](#). [D03006]

The [interface structure](#) between functional and [project management](#)

Matrix, in management

which defines the vertical and horizontal intersections of [responsibility/authority](#) involved in the [management](#) of [projects](#). See also [Matrix Organization](#).

[D03005]

Maturity

1. The state of being fully developed
2. The [termination](#) of the [period](#) that an [obligation](#) has to run

[D03007]

Maturity Model

A published [framework](#) as a basis for determining the degree of [maturity](#) of an [organization](#), particularly one in the [field](#) of [project management](#). [D03008]

Maximum Price

The upper limit of [payment](#) in some types of [contract](#); the most a [buyer](#) is willing to pay to a [seller](#) for specified [goods](#) and/or [services](#). [D03009]

MBO

See [Management By Objectives](#)

MBWA

See [Management By Walking Around](#)

Mean Time Between Failures ("MTBF")

The functional life of an item divided by the total number of [failures](#) during that [time](#). [D03651]

A measure of [maintainability](#) derived

**Mean Time
between
Failures
("MTBF")**

by dividing total [time](#)
between [system](#)
[failures](#) by the number
of [samples](#) over a
selected [time](#) frame,
usually one year. [D04141]

Measurable

Anything wherein the
amount can be
quantified. [D03010]

Measure of

A quantifiable
[comparison](#) of [results](#)
obtained under
[specific external](#)
[conditions](#) and

Effectiveness

decisions. Examples include profit, quality, and customer satisfaction. [D04142]

Measurement

The determination of the dimensions, in whatever types of units, of an object, product, or process. [D03012]

Measures

Steps taken, usually to ward off some impending or potential event. [D03013]

Measuring and Test Equipment	All devices used to measure, gauge, <u>test</u> , inspect, diagnose, or otherwise examine <u>materials</u> , <u>supplies</u> and equipment to determine compliance with <u>technical requirements</u> . (Proposed DODD on <u>Management</u> of Metrology) [D01007]
Anything occurring over or involving an	

Medium Term

intermediate [period](#) of [time](#), i.e. between [long term](#) and [short term](#).

[D03014]

Meeting

Any exchange between two or more people, usually [formalized](#) in some way such as the [issue](#) of a prior [agenda](#) and subsequent minutes or notes of the meeting.

[D03016]

A [document](#) that describes the background,

Memorandum of Agreement ("MOA")

assumptions, and agreements between two parties. In a contractual agreement, the buyer and seller often create a MOA at the conclusion of contract negotiations.

[D04143]

Memorandum of Understanding ("MOU")

✓ Any written agreement-in-principle describing how a commitment will be administered. [D03655]

**Memorandum
of
Understanding
("MOU")**

A [document](#) that describes an [agreement](#) for cooperative [effort](#) between two separate [organizations](#). [D04144]

Merge Node

In a [network diagram](#), a [node](#) at which two or more activities precede the start of the subsequent [activity](#).
[D01008]

Another way of providing [incentive](#) but on an [individual](#) basis. A [systematic](#)

Merit Rating

[assessment](#) of a person's [worth](#) compared to others. [Factor](#)s should include [productivity](#) and [quality](#) of [work](#), [time](#) keeping, loyalty, and general contribution to the [team effort](#). [Impact](#) is often only [marginal](#) because large [differences](#) between people, when known by others, can be counter [productive](#). See also [Job Evaluation](#). [D03073]

Method

The manner or way in which work is done. When formalized into a prescribed manner of performing specified work, a method becomes a procedure.
[D01009]

By systematically studying a repetitive task, it is often possible to identify parts that do not contribute usefully, or can be improved to

Method Study

reduce the labor,
material and/or time
required for their
performance. Can be
applied to almost any
type of work. Has
particular application
to improving cost and
schedule performance
on long duration
project activities
containing highly
cyclical tasks.
Examples are
continuous sliding
formwork, tunneling,
track laying and so on.
Time study is usually

necessary to measure the increment of time required for each [individual](#) movement making up the total task. [D03074]

Methodology

A [documented](#) [process](#) for [management](#) of [projects](#) that contains [procedures](#), [definitions](#) and [roles](#) and responsibilities. [D01010]

Methodology

See [Project](#) [Methodology](#). [D03870]

Methods Study

A systematic recording of all activities performed in a job, position of work, or a process, including standard times for the work performed. The objective is work simplification for which notes are kept during the study. [D03017]

✓ A systematic recording of all

Methods Study

activities performed in a job or [element](#) of [work](#) including [standard time](#) for the [work](#) performed. [Opportunities](#) for simplification or [improvement](#) are noted during the [study](#) or as a result of subsequent [analysis](#). [D03656]

Metrics

A [theory](#) or [system](#) of [measurement](#). [D03657]

[Consideration](#) of

**Micro
Environment**

company, project or client imposed policies and procedures applicable to project actions.

[D01011]

**Micro
Procurement
Environment**

Consideration of firm, project or client imposed policies and procedures applicable in the procurement actions. [D01012]

The notion, perceived or real, of closely

Micro- Management

detailed scrutiny of one's activities by one's superiors. Tends to usurp [authority](#) or [responsibility](#). [D03658]

Micro- Managing

The perception or reality that senior [management](#) is [bypassing](#) the [line organization](#) and getting involved directly with the details at the [working](#) level. [D01013]

Micro-Scheduling

The scheduling of activities with duration less than one day (in hours or fractional days). [D03599]

Mid-Stage Assessment ("MSA")

An assessment in the middle of a project that can be held for several reasons:

1. at the request of the project board;
2. to authorize work on the next stage before current one is completed;

3. to allow for a formal review in the middle of a long project; or
4. to review exception plans.

[D01014]

Milestone

A clearly identifiable point in a project or set of activities that commonly denotes a reporting requirement or completion of a key component of a project. [D01015]

Milestone

A key or important intermediate goal in the network. A major milestone typically requires senior management approval before proceeding further. [D01016]

Milestone

A major event in a project, typically one requiring the customer or upper management to approve further work. [D01017]

Milestone

A significant [event](#) in the [project](#) (Key Item or Key [event](#).) [D01018]

Milestone

A significant [event](#) in the [project](#), usually [completion](#) of a major [deliverable](#). [D01019]

Milestone

A significant [event](#) that marks [progress](#) in a [project](#), such as [completion](#) of a [phase](#). [D01020]

Milestone

An important [project event](#), often the end of a major [project phase](#).
[D01021]

Milestone

✓ A point in [time](#) representing a key or important intermediate [event](#) in the life of a [project](#). A milestone should be capable of [validation](#) by [meeting](#) all of the [items prescribed](#) in a defining [checklist](#) as agreed with the [stakeholders](#). [D01022]

Milestone

An [activity](#) with zero [duration](#) (usually marking the end of a [period](#)). [D03600]

Milestone Dictionary

A description of exactly what is required to satisfy each [milestone](#). [D04145]

Milestone Payments

The [milestones](#) on which [payments](#) fall due. [D01023]

Milestone Plan

Plan of project phasing, showing main project events. [D01024]

Milestone Plan

✓ A plan containing only milestones which highlight key points of the project. [D01025]

Milestone Schedule

A summary level schedule which identifies the major milestones. See also Master Schedule.
[D01026]

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Milestones for Control — to — Must Start

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	Editor's Choice)	
Milestones for Control	Interim <u>objectives</u>, points of arrival in terms of <u>time</u> for <u>purposes</u> of <u>progress management</u>. [D01028]	<u>[PMK87]</u>
	A <u>contractual</u> arrangement whereby <u>progress</u>	

**Milestones,
for progress
measurement**

[payments](#) are made on the basis of [milestones](#) achieved rather than on the basis of measured quantities of [work completed](#).

[D03019]

[\[PD-U\]](#)

Military Time

[Time](#) measured on a twenty-four-hour clock. [D01029]

[\[WST\]](#)

Minor Defect

A [defect](#) that is not likely to reduce [materially](#) the [usability](#) of the [unit of product](#) for its intended [purpose](#), or is a departure from established [standards](#) having little bearing on the effective use or [operation](#) of the unit. [D01030]

[\[MIL-STD 105\]](#)
[\[QMPP\]](#)

Minute Taking

The making of a [record](#) of the [items](#) discussed at a [meeting](#) and/or the consequent [action items](#) that are expected as a result. [D03020]

[\[PD-U\]](#)

MIS

See [Management Information System](#)

MIS Quality Requirements

The [process](#) of organizing a [project's objectives](#), strategies and [resources](#) for the ([quality](#)) [data systems](#).
[D01032]

[\[PMK87\]](#)
[\[QMPP\]](#)

Mission

✓ A [stretching](#), guiding and reinforcing statement of intent and [commitment](#).
[D01033]

[\[TML 220\]](#)

Mission

The objective or task, together with the purpose, which clearly indicates the action to be taken.

Editor's Note: [\[DSMC\]](#)
Usually expressed at a high or overview level to provide overall direction.

[D03659]

Mission

Derived from the [project vision](#), an [action plan](#) that is feasible in [time](#) and place and compatible with the pursuit of the [vision](#).

[D04328]

[\[MEMOPT\]](#)

✓ Brief summary, approximately one or two

Mission Statement

sentences, that sums up the background, [purpose](#) and [benefits](#) of the [project](#). [D01034]

[\[WST\]](#)

Mission Statement

A [document](#) that answers these three questions:

1. What do we do?
2. For whom do we do it?

[\[PPS&C: p54\]](#)

3. How do we go about it?

[D02328]

Mitigation

Taking [steps](#) to lessen [risk](#) by lowering the [probability](#) of a [risk event](#)'s occurrence or reducing its effect should it occur. [D01035]

[\[PMK96\]](#)

The act of

Mitigation

revising the [project's scope](#), [budget](#), [schedule](#) or [quality](#), preferably without [material impact](#) on the [project's objectives](#), in order to reduce [uncertainty](#) on the project.

[D01036]

[\[PMK87\]](#)

✓ [Working](#) to lessen [risk](#) by lowering its

Mitigation

chances of occurring or by reducing its effect if it does occur. [D01037]

[\[WST\]](#)

Mitigation of Risk

[Steps](#) taken or to be taken to avoid or reduce the [impact](#) of [risk events](#). [D03022]

[\[PD-U\]](#)

This [organizational structure](#)

Mixed Organization

includes functional groups, pure [project groups](#), and perhaps a matrixed group, in its [hierarchy](#). It is similar to a [matrix organization](#).
[D01038]

[\[OTOB 271-4\]](#)

MOA

See [Memorandum of Agreement](#)

Mobilization

Organizing people, [resources](#), etc. for starting up a [project](#) or an [activity](#). [D01039]

[\[NPMT\]](#)

MOBP

See [Managing Organizations by Projects](#)

A physical [demonstration model](#), built to scale, to verify

Mock-up

proposed
design fit,
critical
clearances, and
operator
interfaces.

[D04146]

[CSM]

Model

A schematic
description of
a system,
theory, or
phenomenon
that accounts
for its known
or inferred
properties and
may be used

[VPM 19]

for further
[study](#) of its
[characteristics](#).

[D01040]

Model

✓ A way of
looking at
reality, usually
for the [purpose](#)
of abstracting
and simplifying
it to make it
understandable
in a [particular](#)
[context](#). [D01041]

[\[OTOB 271-
4\]](#)

A reduced

Model

representation of the real thing. Used to investigate some sort of [risk](#). [User requirements](#), [technical feasibility](#), physical fit, [field operation](#), [interface complexity](#), etc. [D04147]

[CSM]

The creation of a physical

Modeling

representation
or
mathematical
description of
an object,
[system](#) or
[problem](#) that
reflect the
functions or
[characteristics](#)
of the item
involved.

[\[PD-U\]](#)

[Model building](#)
may be [viewed](#)
as both a
science and an
art. [D03023]

**Modern
Project
Management
("MPM")**

A term used to distinguish the current broad range of project management (scope, cost, time, quality, risk, etc.) from narrower, traditional use that focused only on cost and time.

[D01042]

[PMK96]

Modification

✓ The making of a limited change in something or the result of such a change.
[D03024]

[\[Webster\]](#)

Modification

Changes to an existing product, item, document, or design. [D04148]

[\[CSM\]](#)

Modification

The procedure by which a

[\[PD-U\]](#)

Procedure

modification is to be achieved.
[D03025]

Module

A self-contained unit of code that accomplishes a particular process network diagram. A scheduling tool in which activities or events are displayed as arrows and

[SPM 304-9]

nodes in which
the logical
precedence
conditions
between the
activities or
events are
shown. [D01043]

Monitoring

Checking or
measuring the
performance.
[D01044]

[NPMT]

✓ The capture,
analysis and

Monitoring

reporting of
actual
performance
compared to
planned
performance.
[D01045]

[PMK87]

Monitoring

The capture,
analysis, and
reporting of
project
progress,
usually as
compared to
plan. [D01046]

[PMK96]

Monitoring

The capture, [organization](#) and [reporting](#) of [measures](#) of [performance](#) against [standards](#) for [project scope](#), [quality](#), [time](#) and [cost](#); a [system process](#) in [project management](#).

[\[CCCP\]](#)

[D01047]

The [analysis](#)

Monitoring

and [reporting](#) of [project performance](#) as compared to [the plan](#). [D01049]

[\[WST\]](#)

One of the main responsibilities of [cost management](#) is to continually measure and monitor the [actual cost](#) versus the [budget](#) in order

Monitoring Actuals versus Budget

to identify [problems](#), establish the [variance](#), analyze the reasons for [variance](#) and take the necessary [corrective action](#). [Changes](#) in the [forecast final cost](#) are constantly monitored, managed and [controlled](#).

[\[PMK87\]](#)

[D01048]

Monte Carlo Analysis

✓ A schedule risk assessment technique that performs a project simulation many times in order to calculate a distribution of likely results.

[PMK96]

[D01050]

A process of selecting

Monte Carlo Analysis

activity
durations from
a specified
range and
performing
critical path
analysis many
times based on
different the
durations. The
result is
probability
distributions
for the start and
finish times
and calculation
of a criticality
index for each

[PNG]

activity in the
network. [D03872]

Monte Carlo Method

A method
concerned with
random
variables from
a uniform
probability
distribution
that transforms
these variables
to ones that
correspond to
some other
probability
distribution.

[PMDT]

✓ A statistical method using random numbers. When applied to static PERT scheduling (i.e. several hundred time by computer) it helps to predict how the real system might behave. The random

Monte Carlo Method

numbers are applied to each [activity](#) in the [network](#), and reveals the [probability](#) of an [activity](#) being on a [particular critical path](#). In a [schedule](#) with many activities, it provides good insight into which activities should receive

[SU]

closer
management
attention.
[D03027]

Monte Carlo Simulation

The technique
used by project
management
applications to
estimate the
likely range of
outcomes from
a complex
random
process by
simulating the
process a large
number of

[WST]

[time](#)S. [D01051]

Monte Carlo Simulation

See [Monte Carlo Method](#).
[D03623]

[\[RMW\]](#)

Monthly Status Review

The [process](#) of [reviewing](#) a [project's](#) [technical](#), [cost](#), [schedule](#), [material](#), and [corrective action status](#) against the [implementation](#)

[\[CSM\]](#)

plan in a
monthly review
for the purpose
of identifying
situations
needing
corrective
action. [D04149]

The mental and
emotional
condition (as
of enthusiasm,
confidence, or
loyalty) of an
individual or
group with

Morale

regard to the function or [tasks](#) at hand. A sense of common [purpose](#) with respect to a group (esprit de corps). The level of [individual](#) psychological well-being [base](#)d on such [factors](#) as a sense of [purpose](#) and confidence in

[\[Webster\]](#)

the future.

[D03028]

Most Likely Time

The most realistic [time estimate](#) for completing an [activity](#) under normal [conditions](#).

[D03723]

[\[PPS&C: p340\]](#)

The normal or most likely [value](#) (of [cost](#) or [time](#)) associated with

Most Likely Value

an [activity](#). If the [activity](#) is repeated numerous [times](#) under the same [conditions](#), and without 'learning curve' effects, the [values](#) would be this [value](#) most frequently. Note: This value is not the [expected value](#) which is a calculated

[\[PD-U\]](#)

value. [D03103]

Motivating

The process of inducing an individual to work toward achieving the organization's objectives while also working to achieve personal objectives.
[D01052]

[PMK87]

The direction

Motivation

and intensity of [effort](#) that an [individual](#) exerts on a [particular task](#).
[D02636]

[\[PMH
p312\]](#)

Motivation

✓ The ability to stimulate, rouse, excite, galvanize, or innervate. Typically with a [view](#) to getting [work](#) done on [time](#) and within

[\[PD-U\]](#)

[budget](#). [D03029]

Motivation

The act of influencing others to accomplish a [task](#) with [rewards](#) or [incentives](#).
[D03100]

[\[PMDT\]](#)

Motivators

The forces that induce [individuals](#) to perform; the [factors](#) that

[\[PMDT\]](#)

[influence](#)

human
behavior.

[D03101]

Motives

The drives,
desires, [needs](#),
wishes, and
similar forces
that channel
human
behavior
towards [goals](#).

[D03102]

[\[PMDT\]](#)

See

[Memorandum](#)

MOU

of
Understanding

An inventory costing method under which an average unit cost is computed after each acquisition by adding the cost of the newly acquired units to the cost of the units of inventory on

Moving Average Cost

hand and
dividing this
figure by the
new total
number of
units.

[\[GAT\]](#)

Editor's Note:

*A similar
[approach](#) can
be used to
track [changes](#)
in [samples](#)
where a large
series of
[samples](#) are to
be taken.*

*Concrete
cylinder [tests](#)*

*on large
construction
sites are a
good example.*
[D03530]

MPM

See Modern
Project
Management

MR

See Management
Reserve

See Material

MRP

[Requirements
Planning](#)

MSA

See [Mid-Stage
Assessment](#)

MTBF

See [Mean Time
Between
Failures](#)

**Multi-
disciplined**

[Activity](#) or
[project](#)
involving
several
professions.

[\[NPMT\]](#)

[D01053]

Multi-Financial Sources

Programs and projects for which funding is provided from more than one source.

[D03031]

[PD-U]

Multi-Level Reporting

A reporting system capable of producing reports at different levels of information rollup. [D03030]

[PD-U]

Multi-Project	A project consisting of multiple subprojects . [D01054]	[WST]
Multi-Project	Consisting of or containing more than one project simultaneously. [D01055]	[NPMT]
Multi-Project	See Program . [D03032]	

Multi-Project Analysis

The analysis of the impact and interaction of activities and resources whose progress affects the progress of a group of projects or for projects with shared resources or both. Multi-project analysis can

[WST]
[PMST]

also be used
for composite
[reporting](#) on
projects having
no
[dependencies](#)
or resources in
common. [D01056]

Multi-Project Management

[Managing](#)
multiple
[projects](#) that
are
interconnected
either [logically](#)
or by shared

[\[WST\]](#)

resources.

[D01057]

Multi-User

An application allowing multiple users simultaneous access to a project and its data. [D01058]

[WST]

Multi-Year Contract

A contract agreement for more than one year. [D04150]

[CSM]

**Multi-Year
Procurement**

Procurement
for a project
that requires
supplies and/or
services for
more than one
fiscal year.

[D04151]

[PD-U]

Must Finish

See Imposed
Finish. [D03873]

Must Start

See Imposed
Start. [D01059]

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N/A — to — NTE

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Term	Definition (links in blue; ✓ signifies Editor's Choice)
N/A	See Not Applicable

Near-Critical Activity

An [activity](#) that has low [total float](#). [D01060]

Near-Term Activities

Activities that are [planned](#) to begin, be in [process](#), or be [completed](#) during a relatively short [period](#) of [time](#), such as 30, 60, or 90 days. [D01061]

Also [requirements](#), the [Owner's](#) or [user's](#) [requirements](#) to be satisfied by a

Needs

proposed [facility](#). In the [conceptual design stage](#) the needs are analyzed and formulated into a [functional program](#). In the [planning and development phase](#) the needs are translated into a [project brief](#).
[D01062]

Needs Study

A [study](#) focused [specifically](#) on the [needs](#) and [requirements](#) for a [project](#) either before or after a [project](#) has

been launched, i.e. it may be a very early part of the project life cycle. [D03033]

Negative Float

✓ The amount of time by which the early date of an activity exceeds its late date. [D01063]

Negative float indicates activities must start before their predecessors finish in order to meet a target

Negative Float

finish date. All float is calculated when a project has its schedule computed. Negative float occurs when the difference between the late dates and the early dates (start or finish) of an activity are negative. In this situation, the late dates are earlier than the early dates. This can happen when constraints (Activity Target dates or a Project Target Finish date) are added to a

project. [D03601]

Negative Float

Where a path in a network becomes hypercritical the activities on that path have float of less than zero. The quantity of float then indicates the amount of time which must be picked up in order to achieve an imposed date. [D03874]

The estimated cost negotiated in a Cost-

Negotiated Contract Cost

Plus-Fixed-Fee Contract or the negotiated contract target cost in either a Fixed Price-Incentive Contract or a Cost-Plus-Incentive-Fee Contract. See also Contract Target Cost.

[D01064]

Negotiated Price

A price arrived at as a result of negotiations between the buyer and the seller. [D03034]

Negotiating

The process of bargaining with individuals concerning the transfer of resources, the generation of information, and the accomplishment of activities. [D01065]

The several different possible negotiating strategies are considered to be:

- Concession

Negotiating Strategies

- making
- Contending
- Compromising
- [Problem solving](#) (collaboratively), and
- [Withdrawal](#) or inaction

[D02729]

Negotiation

The art of achieving what you want from a transaction, leaving all other [part](#)ies involved [content](#) that the [relationship](#) has gone well. [D01066]

Negotiation

A process by which two or more people who begin with conflicting positions attempt to reach an agreement by modifying their original positions or by developing new proposals that reconcile the interests underlying them.

[D02727]

The art of achieving to

Negotiation

the greatest extent possible what you want from a transaction while leaving all [parties](#) sufficiently [content](#) that the [relationship](#) subsequently [works](#) well. All [projects](#) involve the need for negotiation. [D03448]

Negotiation

The [process](#) by which we obtain what we want from somebody who wants something from us. [D03617]

Negotiation

✓ A bargaining process between two or more parties seeking to reach a mutually satisfying agreement. [D04152]

Negotiation Meetings

Meetings for the specific purpose of negotiating, typically for arriving at terms and conditions for arriving at a mutually acceptable contract or for resolving disputes,

etc. [D03035]

Negotiation Objectives

The objectives with which each party enters into negotiation.
[D03036]

Net Book Value

The dollar amount shown in the accounting system for assets, liabilities, or equity. When comparing firms, the net book value is the excess of total assets over total liabilities.
[D04154]

Net Present Value

See [Present Value](#).
[D01067]

Net Present Value

When a Rate of Return is applied to the stream of annual [cash flows](#) resulting from a [project investment](#), it is possible to calculate whether the discounted [value](#) is greater than the [cost](#) of the [investment](#). In [times](#) of high interest and [inflation](#)

especially, the [method](#) gives more accurate [results](#) than simple pay back [periods](#) and average return. [D03076]

Net Present Value ("NPV")

✓ The difference between the discounted [present value](#) of [benefits](#) and the discounted [present value](#) of [costs](#). [D03531]

Network

✓ [Graphical](#) representation of activities or [nodes](#) and

the [dependencies](#) between them. [D01068]

Network

See also [Project Network Diagram](#).
[D01069]

Network

The [logical](#) order of [tasks](#) that defines the [sequence](#) of [work](#) in a [project](#). Networks are usually drawn from left to right, with [lines](#) drawn between to indicate the [precedence](#) between [tasks](#). [Arrow](#) heads

are often placed on the [lines](#) to indicate the [direction](#) of the flow through [time](#). [D01070]

Network Analysis

The [process](#) of identifying early and [late start](#) and [finish dates](#) for the uncompleted portions of [project](#) activities. See also [Critical Path Method](#), [Program Evaluation and Review Technique](#), and [Graphical Evaluation and](#)

Review Technique.

[D01071]

Network Analysis

✓ The process of identifying early and late start and finish dates for project activities. This is done with a forward and backward pass through the project. Many PM software tools will check for loops in the network and issue an error message if one is found. The error

message will identify the [loop](#) and all activities within it.

[D01072]

Network Branching

A form of [graphical display](#) enabling various [scheduling options](#) to be represented. There may be more than one way for undertaking a [part](#) of a [project](#), but the choice may not be clear until the [project](#) has [progressed](#) to a [certain](#) point. See also

Network Planning and Decision Trees. [D03077]

Network Diagram

✓ A schematic display of the sequential and logical relationship of the activities which comprise the project. Two popular drawing conventions or notations for scheduling are arrow and precedence diagramming. [D01073]

A view of project data

Network Diagram

in which the [project logic](#) is the sole determinant of the placements of the activities in the drawing. Frequently called a flowchart, [PERT chart](#), [logic drawing](#) or [logic diagram](#). [D01074]

A [graphic representation](#) of [activity sequence](#) and [relationships](#). [Activity](#) boxes are connected together with one-way

Network Diagram

arrows to indicate precedence. The first activity is placed on the left side of the diagram with the last activity on the right side. Activity boxes are usually placed at different levels (not in a single row) to accommodate activities that are done simultaneously. [D03602]

Network Logic

The collection of activity dependencies that make up a project

network diagram.

[D01075]

Network Path

Any continuous series of connected activities in a project network diagram. [D01076]

Network Planning

A tool used for planning and scheduling a project. [D01077]

Network Planning

✓ Making a project plan in the form of a

network. [D01078]

Network Planning

A technique for graphically displaying the logical sequence, timing and inter-relationships of the activities that comprise the project. Used for planning and scheduling a project and is the basis for monitoring and controlling the time required to reach specific goals. Two popular drawing

conventions or notations used are [Arrow Diagramming](#) and [Precedence Diagramming](#). [D03078]

Networking

The exchange of [information](#) or [services](#) among [individuals](#), groups, or [institutions](#). [D01079]

NIH

See [Not Invented Here](#)

[Termination](#) of a

**No Cost
Settlement**

contract with no monetary awards to either the buyer or the contractor. [D04153]

Node

In CPM networks, a point when all activities leading up to an event have been completed and when all activities leaving the event may start. Nodes are junction points in the network. [D01080]

One of the defining

Node

points of a [network](#); a junction point joined to some or all of the other [dependency lines](#). See also [Arrow Diagramming Method](#) and [Precedence Diagramming Method](#). [D01081]

Node

The beginning or end of an [activity](#) or the [activity](#) itself if using [AON](#) notation. [D01082]

✓ The start and end of

Node

activities in an [activity on arrow network](#) or the [activity](#) box in a [precedence network](#).
[D03875]

Non-Conformance

A [deficiency](#) in [characteristics](#), [documentation](#) or [procedure](#) that renders the [quality](#) of [material](#)/service unacceptable or indeterminate. [D01083]

✓ The [failure](#) of a [unit of product](#) to conform

Non-conformance

to specified requirements for any quality characteristic.
[D01084]

Non-Critical Activities or Work Items

Those activities or work items that have positive float (i.e. within defined limits, can take longer to complete than is planned without affecting the total project duration.)
[D01086]

Delays that are caused

Non-Excusable Delays

by the [contractor](#)'s or its [subcontractor](#)'s [actions](#) or inactions. Consequently, the [contractor](#) is not entitled to a [time](#) extension or [delay](#) damages. On the other hand, the [owner](#) may be entitled to liquidated or other damages. See also [Excusable Delays](#); [Excusable](#) [Compensable Delays](#); [Excusable Non-compensable Delays](#); and [Concurrent](#)

Delays. [D03425]

Non-Profit

Term refers to organizations that exist for purposes other than making a profit.
[D03037]

Non-Recurring Costs

Costs Expenditures against specific tasks that are expected to occur only once on a given program. Examples are such items as preliminary design effort,

qualifications testing,
initial tooling, and
planning. [D01087]

Non-Recurring Costs

Those costs which are generally incurred on a one-time basis and include such costs as plant or equipment relocation, plant rearrangement, special tooling, special test equipment, preproduction engineering, initial spoilage and rework, and specialized work

force training. [D03532]

Non-Work Unit

A calendar unit during which work may not be performed on an activity, such as weekends and holidays. [D01089]

Nonconformity

The non-fulfillment of specified requirements. [D01085]

Involving minimal use of the spoken

Nonverbal Communication

[language](#), e.g. gestures, facial expressions, and verbal fragments that communicate emotions without the use of words; sometimes known as body [language](#). [D01088]

✓ Verbal exchanges [account](#) for only a fraction of the messages people send and receive. [Research](#) has shown that

Nonverbal Communication

between 70 and 90 percent of the entire communication spectrum is nonverbal, including:

- Body language
- Physical environment; and
- Personal attributes such as physical appearance; vocal cues; and touch.

[D03533]

**Normal
Distribution**

See [Normal Probability Distribution](#). [D03534]

**Normal
Inspection**

[Inspection](#), under a [sampling plan](#), which is used when there is no evidence that the [quality](#) of the [product](#) being submitted is better or poorer than the specified [quality](#) level. [D01090]

**Normal
Operation**

See [Operation](#) [D01091]

Normal Probability Distribution

The [continuous](#) distribution most commonly used in [statistics](#) to make inferences about a [population](#) from [sample data](#). [D03535]

Norming

The third [stage](#) in [team building](#) where [conflicts](#) are largely settled and a group identity starts to emerge. [D03876]

Not Applicable
("N/A")

A [contract](#) term used to indicate that a [standard](#) clause or phrase does not apply. [D04155]

Not Earlier Than

✓ A restriction on an [activity](#) that indicates that it may not start or end earlier than a specified date. [D01092]

Not Earlier

A restriction placed on an [activity](#) which indicates that it may

Than

not start earlier than the specified date.

[D03877]

Not Invented Here ("NIH")

An [attitude](#) that prevents [consideration](#) of ideas of others because of personal pride, ego, or other bias. [D04156]

Not Later than

✓ A restriction on an [activity](#) that indicates that it may not start or end later than a specified date. [D01093]

**Not Later
Than**

A restriction placed on an [activity](#) which indicates that it may not [finish](#) later than the specified date. [D03878]

**Not to Exceed
("NTE")**

A [cost](#) or [schedule estimating](#) term that defines the highest realistic [estimate](#).
[D04157]

**Notice Of
Change**

See [Change Order](#).
[D01094]

**Notice of
Termination**

A [written](#) notice to the [contractor](#) that the [contract](#) is being terminated for convenience or [default](#). [D03536]

**Notice to
Proceed**

[Formal](#) notification to the [supplier](#), requesting the start of the [work](#). [D01095]

NPV

See [Net Present Value](#)

NTE	See Not to Exceed
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O&M; — to — Option

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Term	Definition (links in blue;  signifies Editor's Choice)	Se

O&M;

See [Operations and Maintenance](#)

OAR

See [Quality Assurance Representative](#)

Object-Oriented Analysis

[Analysis based](#) on considering the [system](#) as a collection of objects (entities, [relationships](#), and [attributes](#)). [D04158]

[\[C\]](#)

Objective

Something one wants to get done. A specific statement of quality, quantity and time values. [D01096]

[T]

Objective

In Contract/Procurement Management, to define the method to follow and the service to be contracted or resource to be procured for the performance of work. [D01097]

[P]

Objective

In Time Management, a predetermined result, toward which effort is directed.

[D01098]

[P]

Objective

Any statement of fact, either quantitative or qualitative, pertaining to the quality of a product or service based on observations, measurements, or tests which can be verified. (Evidence

[M]

Quality Evidence

will be expressed in terms of [specific quality requirements](#) or [characteristics](#). These [characteristics](#) are identified in drawings, [specifications](#), and other [documents](#) which describe the item, [process](#), or [procedure](#).) [D01099]

109
[Q]

Objectives

Predetermined [results](#) toward which [effort](#) is directed. [D01100]

[W]

Obligation

Includes all anticipated expenditures which reporting personnel believe that the authority is obliged to pay, i.e. "cannot get out of".; [D01101]

[P]

✓ A duty to make a future payment of money. The duty is incurred as soon as an order is placed, or a contract is awarded for the delivery of

Obligation

[goods](#) and/or the [performance](#) of [services](#). The placement of an order is sufficient. An Obligation [legally](#) encumbers a specified sum of money which will require outlay(s) or [expenditures](#) in the future. [D03660]

[D]

OBS

See [Organizational Breakdown Structure](#)

Observation

The recognizing, noting and recording of facts or occurrences, often involving measuring with instruments.

[D03039]

[PI]

Observation

1. A group of people set up for purposes of recognizing, noting and recording facts or occurrences, often involving measurement

[PI]

Units

with
[instruments](#).

2. The units of
[measurement](#)
used in making
[observations](#).

[D03038]

Obsolete

No longer current.
[D04159]

[\[C\]](#)

OC Curves

See [Operating
Characteristic Curves](#)

ODC

See [Other Direct Costs](#)

Off the Shelf Item

✓ An item produced and placed in stock by a [contractor](#), or stocked by a distributor, before receiving orders or [contracts](#) for its sale.
[D03537]

[\[G\]](#)

An item produced and placed in stock by a [contractor](#), or stocked by a distributor, before

Off-the-Shelf Items

receiving orders or [contracts](#) for its sale. The item may be [commercial](#) or produced to military or federal [specifications](#) or description. [D01103]

[E/
46.
[Q]

Offer

✓ A response to a [solicitation](#) that, if accepted, would bind the offeror to perform the resultant [contract](#). A response to an [invitation for bids](#) or a [request for](#)

[G]

proposals is an offer.
A response to a
request for quotations
is a quote not an
offer. [D03538]

Offer

A response to a
solicitation or
invitation to bid that,
if accepted, would
bind the offeror to
perform the resulting
contract. [D03661] [D]

Offset

See Resource Offset.
[D01102]

Offsite Fabrication

The [assembly](#) of [materials](#), [components](#), [systems](#) and [parts](#) away from the [site](#) of the [project](#). For example, the [parts](#) of fixed furnishings for a [building](#) may be pre-assembled in a [manufacturing plant](#).

[D03040]

[PI]

OJT

See [On-the-job Training](#)

**On-site
Assembly**

The assembly of materials, components, systems and parts on the site rather than offsite.

[D03042]

[PI]

**On-the-job
Training
("OJT")**

Training by acquiring direct experience in the job environment. Usually implemented by a team or mentor approach. [D04160]

[C]

Inspection in which specified

One Hundred Percent Inspection

characteristics of each unit of product are examined or tested to determine conformance with requirements. [D01104]

[M
10
Q]

One-on-One

A direct encounter or meeting between one person and another. [D03041]

[W]

Open

Projects that are not yet completed, or are completed but the project's accounts

[PI]

Projects

remain open for the [acceptance](#) of outstanding or late disbursements. [D03043]

Operating

[Performing](#) a function to produce an appropriate effect. [D03044]

**Operating
Characteristic
Curves ("OC**

The curve of a [sampling plan](#) which shows the percentage of lots or [batches](#) which may be expected to be

[\[W\]](#)

[\[M
10:
\[Q\]](#)

Curves")

accepted under the specified [sampling plan](#) for a given [process quality](#).

[D01105]

**Operating
Manuals**

Books of [technical instructions](#) that describe the appropriate [procedure](#)s for using and maintaining the corresponding [systems](#) or equipment. [D03045]

[PI](#)

**Operating
System**

A [system](#) that performs a [particular](#) function. [D03046] [\[PI\]](#)

**Operating
System,
computer**

The [software programming](#) that provides the platform [interface](#) for running [application software programs](#). [D03098] [\[PI\]](#)

The operation of a new [facility](#) is described by a variety of terms, each depicting an [event](#) in

Operation

its early operating life. For example:

1. Initial operation: the project milestone date on which material is first introduced into the system for the purpose of producing products.
2. Normal operation: the project milestone date

on which the facility has demonstrated the capability of sustained operations at design conditions and the facility is accepted by the client.

[D01106]

Operational Acceptance

The official act of transferring responsibility for system operation to

[C]

the final [user](#). [D04161]

Operational System

The functioning [system](#) in its [operational](#) environment. [D04162]

[C]

Operations Acceptance Review

A [review](#) for the [purpose](#) of determining whether the [operation](#) of a [product](#) or [system](#) resulting from a [project](#) is satisfactory and acceptable.
[D03099]

[PI]

**Operations
and
Maintenance
("O&M;")**

Usually covers [field operations](#), training, repair, [logistics support](#), upgrades, and related [items](#).

[D04163]

[C]

**Operations
and
Maintenance
Manual**

A [document](#) that describes the required [operations and maintenance procedures](#) for an entity or a [system](#).

[D04164]

[C]

Operators

The [personnel](#) who functionally operate the [system](#). [D04166]

[C]

Operators Manual

A [document](#) providing [instructions](#) on how to operate the [system](#). [D04165]

[C]

OPL

See [Qualified Product List](#)

Opportunities

The potential for improving the [value](#)

[C]

of the [project results](#).

[D04167]

Opportunity

The cumulative effect of the chances of uncertain occurrences which will [affect project objectives](#) positively.

Opportunity is the opposite of [risk](#).

[D01107]

[R]

The first [phase](#) in the generic [project life cycle](#) is often [split](#)

into two stages.

- In the first stage, i.e. concept or marketing, initial work on defining the opportunity should be enthusiastic and open-minded. Definitional work should be comprehensive, several different options should be investigated and should lead

to a full statement of the strategy/project management plan.

- In the second stage, the opportunity should be subject to a thorough and critical review, e.g. should we go ahead with the investment, should we bid, and if so, are we doing this in the

Opportunity Phase

optimal way? [C]
Generally during this stage, only one (or two) options will be investigated, but will be done so in detail.
Modeling of the options and their realization should be as extensive as is cost effective.
The aim should be to find ways of meeting the

project objectives/KPIs
more
effectively, to
check if the
proposed way
forward is
feasible, and to
understand the
risks and
opportunities
associated with
each potential.

The experience of
project management
has consistently
shown that project

[personnel](#) generally wish they had been more thorough and/or spent longer at this [project 'front end'](#).

[D03449]

Optimism

An inclination to put the most favorable [construction](#) upon [actions](#) and [events](#) or to anticipate the best possible [outcome](#). [TW](#)

[D03105]

Optimistic

See [Optimism](#). [D03104]

Optimistic Duration

The shortest of the three [durations](#) in the [three duration technique](#) or [PERT](#).

[D03879]

[P]

Optimistic Time

Roughly speaking, this is the best-case [time to complete](#) an [activity](#). The term has a more precise meaning which is defined in [PERT](#) literature. [D03725]

[R]

A clause in a

Option

Contract permitting an increase in the quantity of supplies, or the extent of work, or the time allowed, beyond the amounts stated in the base contract. [D03662] [R]

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Oral — to — Ownership of Quality Responsibility

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Term	Definition (links in blue signifies Editor's Choice)
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Oral

Spoken [communication](#).
[D01108]

**Order of
Magnitude**

See [Order of Magnitude Estimate](#). [D03106]

**Order of
Magnitude
Estimate**

See also [Estimate](#). [D0110

([Accuracy](#) -25, +75
Percent) This is an
approximate [estimate](#) m
without detailed [data](#), th

Order of Magnitude Estimate

usually produced from capacity curves, scale up and down factors that are appropriately escalated approximate cost capacity ratios. This type of estimate is used during the formative stages of an expenditure program for initial evaluation of the project. Other terms commonly used to identify an Order of Magnitude estimate are preliminary, conceptual, factored, quickie, feasibility and SWAG. [D01110]

Organization

"Organ in action". In business, government, a other kinds of endeavor, collective functioning of group to achieve mission goals and objectives. [D01111]

Organization

The administrative or executive structure of a business or project. [D01112]

Organization

✓ A company, corporation, firm or enterprise, whether incorporated or not, public or private. [D01113]

Organization and Methods Study

the study of the best form organization, systems and procedures to accomplish the project. It includes 1 and staff relationships, communication and coordination interfaces between disciplines and responsibility areas and on. Setting down the framework establishes working relationships recognized by the whole team. This improves necessary information transfer and reduces unnecessary

[communication](#), [work load](#) and stress on the [project organization](#). [D03079]

Organization Breakdown System

See [Organizational Breakdown Structure](#). [D03107]

Organization Chart

A [graphical display](#) of the [organization structure](#). [D03108]

The use of behavioral science [technology](#),

Organization Development

[research](#), and [theory](#) to [change](#) an [organization's](#) [culture](#) to meet predetermined [objective](#) involving [participation](#), joint [decision making](#) and [team building](#). [D01114]

Organization Plan

A [plan](#) describing how the [organization](#) will be set for the [project](#), how it will evolve and retire during course of the [project](#), and who will be involved, and what authorities and responsibilities. [D03109]

Organization Resources

The people required to the [project organization](#)
[D03110]

Organization Structure

✓ [Identification](#) of [participants](#) and their hierarchical [relationship](#)
[D01115]

A [structure](#) that defines [reporting relationships](#), [processes](#), [systems and procedures](#) of the [project](#). [Issues](#) typically important to the structuring of a [project](#) include the degree of project/functional

orientation, the extent of project management (of authority, collocation of project members, the allocation of resources, work packaging and interface management, and the definition of control authorization and report procedures and systems. There are three basic kinds of organization structure.

1. Functional - where resources are controlled totally within their respective functional unit

Organization

Structure

2. Project - where resources are allocated on a dedicated basis to project, from where they are controlled
3. Matrix - where resources are controlled functionally by their functional head and concerning their project requirements by the project manager

The choice of structure should take account of cultural and environment

influences and may char
as the project evolves
through the project life
cycle and because of
different types and
conditions of contract.
[D03450]

**Organizational
Breakdown
Structure
("OBS")**

A depiction of the proje
organization arranged so
to relate work packages
organizational units. [D01

**Organizational
Breakdown**

✓ A hierarchical structu
designed to pinpoint the

Structure
("OBS")

area of an [organization](#) responsible for each [part](#) of a [project](#). [D01117]

Organizational Constraints

[Limitations](#) on the [project](#). [D02201]

Organizational Design

The [design](#) of the most appropriate [organization](#) for a [project](#), including [definitions](#) of [roles](#) and responsibilities of the [participants](#). The five basic kinds of [structure](#) are:

1. Functional

2. [Coordination](#)
3. [Balanced](#)
4. Seconded, and
5. [Project Matrix](#).

[D03880]

Organizational Factors

The [availability](#) of [expertise](#) of [personnel](#), [labor relations](#), physical [resources](#), relevant [proj](#) [experience](#), [corporate](#) [image](#), senior [managem](#) [attitudes](#), employee [mor](#) the [enterprise's](#) [market](#) position, [project](#) execut track [record](#), and so on.

[D02332]

Organizational Influences	See Organizational Constraints . [D03111]
Organizational Learning	The ability of the organization as a whole capture knowledge and experience from past projects and apply that to future projects . A relatively new management concept designed to improve the overall performance and responsiveness of an enterprise and avoid the loss of this information

when [individual person](#) leave the [enterprise's employment](#). [D03112]

Organizational Planning

The [process](#) of identify assigning and [document project responsibilities relationship](#)s. [D01118]

Organizational Politics

The [informal process](#) by which personal friendships, loyalties, and enmities are used in an attempt to gain advantage in influencing [project decisions](#). [D01119]

Organizational Requirements

Those [requirements](#), using [resources](#), necessary to enable an [organization](#) to meet its [goals](#) and [objectives](#). [D03113]

Organizational Strategy

The [strategy](#) adopted by [organization designed](#) to meet its [goals](#) and [objectives](#). [D03114]

Organizational Style

The overall [style](#), or [culture](#), of the [organization](#) or that is evident in its [program](#) and/or its [project](#).

activities. [D03115]

Original Budget

✓ Budget on which the decision to start the pro is based. [D01120]

Original Budget

The initial budget established at or near the time a contract was signed or a project authorized, based on the negotiated contract cost or management is authorized [D01121]

**Original
Duration**

See [Baseline Duration](#).
[D01122]

**Original
Duration**

The first [estimate](#) of [work time](#) needed to execute a [project activity](#). The most common units of [time](#) are hours, days, and weeks. [D01123]

**Other Bid
Considerations**

An [evaluation](#) of [personnel](#) and [financial resources](#), facilities, [performance record](#), responsiveness [contract](#) terms and [conditions](#) and the general willingness to perform the work.

work. [D01124]

Other Direct Costs ("ODC")

A group of accounting elements which can be isolated to specific task other than labor and material. Included in OI are such items as travel, computer time, and services. [D01125]

Out of Scope

Requirements not included in the current contract and beyond the limits of the change clause. See also Contract ChangeS [D04168]

Out Put Requirements	The <u>documented functionality</u> and <u>characteristics</u> of the <u>project's deliverables</u> . [D03116]
Out-of-Sequence Progress	<u>Progress</u> that has been <u>reported</u> even though activities that have been deemed <u>predecessors</u> in <u>project logic</u> have not been <u>completed</u> . [D01127]
	Something that follows

Outcome

result or consequence.

[D03117]

Outlays

See [Actual Costs](#). [D03663]

Outline

A hierarchical [structure](#) a [project](#) that shows how some [tasks](#) fit within broader groupings. [D0111]

The [practice](#) of [subcontracting](#) [manufacturing work](#) to outside and especially [foreign](#) or nonunion

Outsourcing

companies.

Editor's Note: Can also apply to the contracting out of services, rather than using in-house resources

[D03118]

Outsourcing

✓ The practice of purchasing goods or services from specialty suppliers. [D04169]

Over-allocation

The result of assigning more tasks to a resource than the resource can accomplish within the work time available

[D01131]

Overall Change Control

Coordinating [changes](#) across the entire [network](#)

[D01128]

Overall Control

[Control](#) at a high level and providing general [direction](#) only. [D03119]

Overall Cost

See [Life Cycle Costing](#). [D03630]

The [project](#) in its entirety.
Editor's Note: The word

Overall Project

'overall' is really redundant and is used only to provide emphasis. [D]

Overall Quality Philosophy

The universal belief and performance throughout company, based on established quality policies and procedures. Those policies and procedures become the basis for collecting facts about a project in an orderly way for study (statistics). [D]

Overall Quality Philosophy

✓ The universal belief throughout a company the quality is important and performance is based on conformance to requirements/specifications based on established quality policies and procedures. These policies and procedures become the basis for collecting facts about a project for study and analysis. [D01130]

Costs arising from management and supervision, office

Overhead

expenses, interest-during construction, and any other general costs associated with the project not directly attributable to design or construction. [D01132]

Overhead

✓ Costs incurred in the operation of a business which cannot be directly related to the individual products or services being produced. See also Indirect Cost. [D01133]

A general term often used

Overhead

identify any [indirect costs](#)
[D03539]

Overload

The amount of required [resources](#) which exceeded the [resource](#) limit. [D01134]

Overload

The amount by which the [resource](#) required exceeded the [resource](#) limit. [D0388]

Overrun

✓ An increase in the [time cost](#) compared to [the plan](#)
A reduced [scope](#) without corresponding reduction

the [time](#) or [cost](#) would be considered an overrun.
[D01135]

Overrun

[Costs](#) incurred in excess of the [contract target costs](#) on an [incentive type contract](#) where the [estimated costs](#) on a [fixed fee contract](#). An overrun is that [value](#) of costs which are needed to [complete](#) a [project](#), over that [value](#) originally [authorized](#) by [management](#).
[D01136]

The [party legally](#)

Owner

responsible under the terms of a [contract](#) for [financing](#) the [project](#). See also [Sponsor](#). [D01137]

Owner Support

[Support](#) from the '[owner](#)' of the [project](#), typically through the [project's sponsor](#) or its [project director](#).

Editor's Note: Be aware that on many projects it is not clear who is the real [owner](#). It is well [worth](#) taking [steps](#) to find out before [problems](#) arise!
[D03121]

Ownership of Quality Responsibility

The situation when an [individual performing](#) a has the ultimate [responsibility](#) for conformance to the [requirements/](#) [specifications](#). [D01138]

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*Widemo
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Terms v2*

Package — to — Performance Control

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Package

See [Work Package](#). [D01139]

[\[SU\]](#)

Parallel Activities

Two or more activities than can be done at the same [time](#). This allows a [project](#) to be [completed](#) faster than if the activities were arranged serially in a straight [line](#). [D01140]

[\[WST\]](#)

[\[PMST\]](#)

Any of a set of

Parameters

physical
properties
whose values
determine the
characteristics
or behavior of
something.

[Webster]

Editor's Note:
In project work,
typically refers
to the range or
limits within
which the item
must work.

[D03123]

An estimating

Parametric Cost Estimating

methodology
using statistical
relationships
between
historical costs
and other project
variables such
as system
physical or
performance
characteristics,
contractor output
measures, or
manpower
loading, etc.
Also referred to
as "top down"
estimating.

[PMK87]

[D01141]

Parametric Cost Estimating

A cost estimating methodology using statistical relationships between historical costs and element parameters and other related variables, such as relative physical or performance characteristics, relative

[RMW]

productivity,
man-power
loading and so
on. Also
referred to as
Top-Down
Estimating

[D03665]

✓ Appraising
the costs of a
project based on
knowledge
gathered from
similar, but
different
projects.

Parametric Cost Estimating

Typically uses parameters such as weight, power, lines-of-code, or other characteristics of the system to estimate or to scale development cost or schedule. System complexity and team maturity are also influencing factors. [D04170]

[CSM]

Parametric Estimating

An [estimating technique](#) that uses a statistical [relationship](#) between historical [data](#) and other [variables](#) (e.g., square footage in [construction](#), [lines](#) of [code](#) in [software development](#)) to calculate an [estimate](#). [D01142]

[\[PMK96\]](#)

**Parent, in
scheduling**

The [source](#) from which an [activity](#), i.e. the [child](#), is derived. [D03124]

[\[PD-U\]](#)

**Pareto
Diagram**

A [graph](#), [particularly](#) popular in non-[technical](#) [projects](#), to prioritize the few [change](#) areas (often 20 percent of the total) that [cause](#) most [quality](#)

[\[PMK87\]](#)

[\[QMPP\]](#)

deviations (often 80 percent of the total). [D01143]

Pareto Diagram

✓ A histogram, ordered by frequency of occurrence, that shows how many results were generated by each identified cause. [D01144]

[PMK96]

A single piece not subject to

Part

disassembly without destruction or impairment of use, such as resistors, transistors, relays, or gears. Level 7, the lowest level, in the [system hierarchy](#). [D01615]

[\[CSM\]](#)

Participant

 See [Stakeholder](#). [D01146]

Participant

Anyone who has a direct [part](#) or share in a [project](#). See also Constituent.

Editor's Note:

The term is often misused to include those members of the [public](#) who are [impacted](#) by the [project](#). These people are more properly referred to as [Constituents](#).

[\[PD-U\]](#)

[D03125]

Participants

Those working on, or contributing to, a [PD-U] project. [D01145]

Participation

Taking an active part. [D03127] [PD-U]

An agreement between two or more firms to form a

partnership,
joint venture or
team, to
undertake a
project.

Editor's Note:

In the

construction
industry, the
term

*'Partnering' has
come to mean*

rather more. A
partnership *may*
be formed
between an
owner *and*
contractor *with*

[RMW]

Partnering

*a [view](#) to
achieving
common [goals](#)
rather than
pursuing
traditionally
opposing
interests.* [D03700]

Partnership

See [Partnering](#).
[D03128]

Groups of
entities who
share or take
[part](#) with another

Partnership

or others in [contracts](#), especially for business firms who share [risks](#) and [profits](#).
[D04329]

[\[MEMOPI\]](#)

Patent Defect

Any [defect](#) which exists at the [time](#) of [acceptance](#) and is evident and hence not a [Latent Defect](#).
[D03540]

[\[GAT\]](#)

Path

A [sequence](#) of [lines](#) and [nodes](#) in a [project network](#). [D01147]

[OTOB 27]
4]

Path

✓ A series of connected activities.

Editor's Note:

Refer to [Critical Path Method](#) for [information](#) on [critical](#) and [non-critical paths](#). [D01148]

[WST]
[PMST]

Path

A set of sequentially connected activities in a [project network diagram](#). [D01149]

[\[PMK96\]](#)

Path Convergence

The tendency of parallel [paths](#) of approximately equal [duration](#) to [delay](#) the [completion](#) of the [milestone](#) where they meet. [D01150]

[\[WST\]](#)

Path Float

See [Float](#). [D01151]

**Path,
Network**

The [continuous](#),
[linear](#) series of
connected
activities
through a
[network](#). [D01152]

[\[PMK87\]](#)

Payment

Monetary return
for [services](#)
rendered or
property
delivered.
Discharge of
indebtedness.

[\[PD-U\]](#)

[D03129]

**Payment
Authorization**

The process of allocated fund transfer to an account from which the supplier can be paid for delivered goods/services as per contractual terms. [D01153]

[PMK87]

A bond that

Payment Bond

assures
[payments](#) as
required by law
to all persons
[supplying labor](#)
or [material](#) in
the prosecution
of the [work](#)
provided for in
the [contract](#).

[D03541]

[\[GAT\]](#)

PBS

See [Product
Breakdown
Structure](#)

See [Percent](#)

PC

[Complete](#)

PCA

See [Physical Configuration Audit](#)

PDD

See [Project Data Document](#)

PDM

See [Precedence Diagram Method](#)

This [relationship](#)

PDM Finish to Finish Relationship

restricts the [finish](#) of the [work activity](#) until some specified [duration](#) following the [finish](#) of another [work activity](#).

[D01154]

[\[PMK87\]](#)

PDM Finish to Start Relationship

The [relationship](#) where the [work activity](#) may start just as soon as another [work activity](#) is [finished](#). [D01155]

[\[PMK87\]](#)

**PDM Start to
Finish
Relationship**

The [relationship](#) restricts the [finish](#) of the [work activity](#) until some [duration](#) following the start of another [work activity](#).
[D01156]

[\[PMK87\]](#)

PDM Start to

This [relationship](#) restricts the start of the [work activity](#) until some specified

**Start
Relationship**

[duration](#)

[\[PMK87\]](#)

following the start of the preceding [work activity](#). [D01157]

Pedigree

A register [recording](#) a [line](#) of ancestors, an ancestral [line](#), lineage. A distinguished ancestry. The origin and history of something.
[D03130]

[\[Webster\]](#)

Penalties

Sums to be forfeited to which the [organization](#) has agreed to be subjected in case of non-fulfillment of [requirements](#).

Typically, sums forfeited under [contract](#) for late [delivery](#) or non-[performance](#) or both. [D03131]

[PD-U]

Penalty Power

The ability (of a [project manager](#)) to gain [support](#) because [project personnel](#) perceive the [project manager](#) as capable of directly or [indirectly](#) dispensing [penalties](#) that they wish to avoid, i.e. the antithesis of [reward power](#).

[D02890]

[\[PMDT\]](#)

Per-use Cost

A [cost](#) that is incurred all at once when a [resource](#) is used, [\[MSP98\]](#) such as equipment rental. [\[D01183\]](#)

Percent Complete

✓ A ratio [comparison](#) of the [completion status](#) to the current [projection](#) of total [work](#). [\[PMK87\]](#)
[\[D01158\]](#)

Percent Complete

One measure of [completion](#) used to determine the [remaining duration](#) of a [partially completed activity](#). [D01159]

[\[WST\]](#)

Percent Complete ("PC")

An [estimate](#), expressed as a percent, of the amount of [work](#) which has been [completed](#) on an [activity](#) or group

[\[PMK96\]](#)

of activities.

[D01160]

Percent Defective

The percent defective of any given quantity of units of product is one hundred times the number of defective units of product contained therein divided by the total number of units of product, i.e.:
Percent

[MIL-STD
105]
[QMPP]

Defective =
Number of
Defectives x 100
divided by
Number of Units
Inspected. [D01161]

A percentage
number
representing the
estimated
amount of work
in an activity
that is finished.

*Editor's Note:
The implication
of this*

Percentage Complete

percentage complete (PC) number is that the remaining work or time is represented by 100% less the PC number. In fact Percentage Complete rarely bears a firm relationship to work or time remaining and hence is a very poor measure of progress. [D03882]

[PNG]

Percentage Completion

An [assessment](#) of how far along a [task](#) has [progressed](#) as a percentage of its total [duration](#).

As the [assessment](#) is very often subjective, it should not be relied upon as a firm basis for [quantitative analysis](#) of a [project's](#) [progress](#). A better [approach](#)

[PMST]

is the use of
[Earned Value
Analysis](#). [D03603]

Performance

The [calculation](#)
of [achievement](#)
used to measure
and manage
[project quality](#).
[D01162]

[\[PMK87\]](#)

Performance Bond

A [bond](#) that
secures
[performance](#) and
fulfillment of the
[contractor](#)'s

[\[GAT\]](#)

	obligations under the contract . [D03542]	
Performance Control	Control of work during contract execution. [D01163]	[PMK87]

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Performance Evaluation — to — Pictorial Display

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	Choice)	
Performance Evaluation	The <u>formal system</u> by which <u>managers</u> <u>evaluate</u> and rate the <u>quality</u> of subordinates' <u>performance</u> over a given <u>period</u> of <u>time</u>. [D01164]	<u>[PMK87]</u>
Performance Factor	A measure of <u>cost performance</u> expressed as a ratio. [D01165]	<u>[CPMUS' 176-8]</u>

Performance Goal

A [motivational target](#) set by [team](#) [\[16\]](#) in terms of [cost](#) and [time](#). [D02219]

Performance Management

A [disciplined approach](#) to the [improvement](#) of [performance](#) in [organizational](#) activities. [D03132] [\[PD-U\]](#)

Performance Measurement

See also [Earned Value Analysis](#). [\[PNG\]](#)
[D03883]

Performance Measurement

A [method](#) used to relate physical [progress](#) achieved to [cost status](#). The [method](#) identifies whether [cost variances](#) are due to [differences](#) in the [value](#) of the [work](#) being performed, i.e. too expensive or under [budget](#). From this, it is possible to assess whether a [project](#)

[\[PNG\]](#)

is ahead, on or behind [budget](#) and whether the [trend](#) is likely to continue. [D03884]

The [time-phased budget plan](#) against which [project performance](#) is measured. It is formed by the [budgets](#) assigned to [scheduled cost accounts](#) and the applicable

**Performance
Measurement
Baseline
("PMB")**

indirect budgets.

For future effort,
not planned to the
cost account

[WST]

level, the

Performance
Measurement
Baseline

also
includes budgets
assigned to
higher-level
CWBS elements.

The PMB does
not include any
management or
contingency
reserves, which
are isolated

above the PMB.

[D01166]

Performance Measurement System

A project
planning and
status system that
periodically
measures
variances
(usually cost and
schedule) and
requires
documented
corrective action
to eliminate the
variances that
exceed
predetermined

[CSM]

thresholds. [D04171]

**Performance
Measurement
Techniques
("PMT")**

The methods used to estimate earned value.

Different methods are appropriate to different work packages, either due to the nature of the work or to the planned duration of the work package.

Another term for Performance Measurement

[WST]

Techniques is
Earned Value
Methods. [D01167]

Performance Reporting

The collection of
project
performance
information and
its distribution.
[D01168]

[RMW]

Performance Specification

Specification of
required output or
function. [D01169]

[NPMT]

A baseline level

Performance Standards

of [achievement](#). Commonly defined in the literature as "A [standard](#) indicates [performance](#) is satisfactory when ... (etc.)" [Meeting](#) a [standard](#) [performance](#) is the basic requirement for maintaining a position. Extra [rewards](#) should be bestowed only

when the standard
is exceeded.

[D01170]

Performing

✓ A team building stage
where the
emphasis is on
the work
currently being
performed. [D01171]

[WST]

Performing

The fourth stage
of Team Building
where the
emphasis is on

[PNG]

the work at hand.
[D03885]

Performing Organization

The
organizational
unit responsible
for the
performance and
management of
resources to
accomplish a
task. [D01172]

[WST]

The completion
of a cycle, a
series of events,

Period

or a single [action](#).
Editor's Note:
Also a broad term that may be applied [collectively](#) to several [parts](#) of the [project life cycle](#). [D03133]

[\[Webster\]](#)

Period of Performance

The [time](#) interval of [contract performance](#) that includes the [effort](#) required to achieve all significant

[\[WST\]](#)

contractual
schedule
milestones. [D01173]

Periodic Review

Any kind of project review conducted on a periodic basis, most commonly a monthly project review. [D01174]

[SPM 304
9]

Periodical

Something that occurs or recurs at regular or intermittent

[PD-U]

intervals. [D03134]

Perpetual

Something that occurs continually, e.g. [management activities](#) throughout the [project life cycle](#). [D03135]

[\[PD-U\]](#)

Personal Recognition

The [public](#) acknowledgment of an [individual's performance](#) on the [project](#). [D01175]

[\[PMK87\]](#)

Personal Rewards

Providing an [individual](#) with psychological or monetary [benefits](#) in return for his or her [performance](#).

[D01176]

[\[PMK87\]](#)

Personalities

[Relationships](#) between people, often in a disparaging [context](#). [D03136]

[\[PD-U\]](#)

Personality Types

A way of differentiating between people based on their characteristics, culture, attitudes, aptitudes, capabilities, skills, etc. [D03137]

[\[PD-U\]](#)

Personnel

A body of people, those usually employed in an organization or on a team as workers or staff, etc. [D03138]

[\[PD-U\]](#)

Personnel Development	The <u>education and training</u> of employees, typically the <u>responsibility</u> of the <u>personnel department</u>. [D03139]	<u>[PD-U]</u>
Personnel Management	The <u>management</u> of an <u>organization's</u> employee affairs, typically the <u>responsibility</u> of	<u>[PD-U]</u>

the [personnel department](#).

[D03140]

✓ An [activity](#) encompassing:

- Recruiting
- Identifying [labor](#) and [staff skill requirements](#) and [availability](#)
- Developing training and [development requirements](#)
- Dealing with

[\[CRMP\]](#)

**Personnel
Management**

workforce
disputes,
and
● Health and
welfare
issues.

[D03451]

Personnel Training

The development
of specific job
skills and
techniques
required by the
individual to
become more
productive. [D01177]

[PMK87]

PERT

See [Program Evaluation and Review Technique](#)

PERT Analysis

A [process](#) by which you [evaluate](#) a probable [outcome based](#) on three scenarios:

1. Best-case
2. Expected-case, and
3. Worst-case.

[\[MSP98\]](#)

The outcome in question may be a duration of a task, its start date, or its finish date.

[D01180]

PERT Chart

A flowchart that shows all tasks and task dependencies.

Tasks are represented by boxes and task dependencies are represented by lines connecting

[MSP98]

the boxes. [D01181]

PERT Chart

See [Project Network Diagram](#). [D01182]

PERT Cost

A [cost approach](#) in which [costs](#) and [time](#) are [estimated](#) for each [task](#) so that the cost of making [schedule changes](#) [can be evaluated](#). See also [Program Evaluation and](#) [\[CCCP\]](#)

[Review](#)
[Technique](#). [D03081]

Perturbation

Any confusion, disorder or mistake that signals a "[problem](#)". [D03667]

[\[DSMC\]](#)

Pessimistic Duration

The longest [duration](#) in the three [duration estimating technique](#). [D01184]

[\[WST\]](#)

Pessimistic Time

Roughly speaking, this is the worst-case [time to complete](#) an [activity](#). The term has a more precise meaning which is defined in [PERT](#) literature. [D03724]

[\[PPS&C: p341\]](#)

PF

See [Planned Finish Date](#)

Phase

A defined [segment](#) of [work](#).

[\[08 -3\]](#)

[D01185]

Phase

✓ A major period in the life of a project. A Phase may encompass several Stages.
[D01186]

[CCCP]

Phase

A logical group of related tasks that completes a major step in a project. [D01187]

[MSP98]

Phase

See [Project Phase](#). [D01188]

**Phased
Planning**

A realistic [approach](#) to [certain](#) types of [projects](#), such as [research](#), where conditional branches are anticipated (i.e. if we get that result we will go in this [direction](#).) It permits the [project manager](#) to [plan](#) only to the

[\[PPS&C:
p43-44\]](#)

level of detail
that is known at
the time. [D02327]

Phasing

The process of
segregating
activities into a
series of
sequential
phases. [D03141]

[PD-U]

A body of truths
and firm beliefs.
Organizationally,
it is the basis for
the development

Philosophy

of [mission](#), [goals](#), [objectives](#), [organization](#), [executive action plans](#), and [control](#)s. [D01189]

[\[TML22\]](#)

**Physical
Configuration
Audit**

An engineering [audit](#) of a [Configuration Item](#) (CI) or [System](#) conducted by the [Buyer](#) to verify that the item "As-built" conforms to the "[Build](#)-to"

[\[VPM 29\]](#)

("PCA")

[documentation](#).

[4\]](#)

The [PCA](#) is a [method](#) of [verification](#).

[Results](#) of the [PCA](#) are [part](#) of the [Acceptance Review](#). [D01190]

**Physical
Configuration**

✓ An engineering [inspection](#) of a [Configuration Item](#) (CI) to verify that the item "As-built" conforms to the

[\[CSM\]](#)

Audit

"[Build-to](#)"
[documentation](#).
[Results](#) of the
[PCA](#) are [part](#) of
the [Acceptance](#)
[Review](#). [D04172]

**Physical
Percent
Complete**

The percentage of
the [work content](#)
of an [activity](#) that [\[WST\]](#)
has been
achieved. [D01191]

A situation in
which a physical
[activity](#) or [work](#)

Physical Restraint

[item](#) must be [completed](#) before the next [activity](#) or [work items](#) in the [sequence](#) can begin (e.g. concrete must harden before removing formwork). [D01192]

[\[CCCP\]](#)

Pictorial Display

In [Scheduling](#), a [display](#) in the form of a still picture, slide or video, that represents

[\[PMK87\]](#)

[scheduling
information.](#)

[D01791]

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Pilot Production — to — Portability

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Pilot Production

The initial limited-quantity [production](#) used to confirm readiness for large quantity [production](#).

[D04173]

Pitch

A briefing, either [formal](#) or [informal](#). [D03668]

Plan

A future course of [action](#). [D01193]

Plan

✓ An intended future course of [action](#). The basis for [project control](#)s. [D01194]

Plan

A generic term used for a statement of intentions whether they relate to [time](#), [cost](#) or [quality](#) in their many forms. See also [Resourcing Plan](#), [Risk Management](#)

Plan, Quality
Plan. [D03886]

Plan Development

Stage of planning
during which the
plan is initially
created. [D01195]

Plan Type

A way of
distinguishing
between different
standard plans.
[D03142]

An activity not

Planned Activity

yet started. [D01196]

Planned Activity

✓ An activity which has not started or finished prior to the data date.
[D01197]

Planned Cost

Costs set when the schedule becomes the plan or baseline plan.
[D01198]

**Planned Finish
Date ("PF")**

See [Scheduled
Finish Date](#).

[D01199]

**Planned Future
Expenditures**

Includes all anticipated future [expenditures](#), excluding [Obligations](#), necessary to [complete](#) the [project scope planned](#) for the current [fiscal year](#). [D01200]

Planned Start Date
("PS")

See [Scheduled Start Date](#). [D01201]

Planner Time

Man-hours related to the [planning](#) function. [D01202]

Planning

Proposing the [timing](#), [staffing](#) and possibly [budget breakdown](#) of [work](#) to be done. (See also [Project Planning](#).) [D01203]

Planning

✓ The process of identifying the means, resources and actions necessary to accomplish an objective. [D01204]

The process of preparing a plan. It involves answering the questions:

1. What must be done in

Planning

the future to reach the project objective?

2. How it will be done?
3. Who will do it, and
4. When it will be done?

[D01205]

Planning

A systematic arrangement of tasks to accomplish an

objective. [D02342]

Planning Matrix

A matrix in which planned activities are listed on one side (usually the left), involved people or groups are listed across a perpendicular side (usually the top), and involvement of a particular individual or group in a particular activity

is signified by a tic mark where the row and column intersect.
[D01207]

A logical aggregation of far-term work within a cost account that can be identified and budgeted but not yet defined into work packages.
Planning packages are identified during

Planning Package

the initial baseline planning to establish the time phasing of the major activities within a cost account and the quantity of the resources required for their performance.

Planning packages are placed into work packages consistent with the rolling wave concept prior to

the performance
of the work.

[D01208]

Planning Package

✓ A logical
group of work
within a cost
account, that is
identified and
budgeted in early
baseline planning
but is not yet
subdivided into
work packages.

[D04174]

The period prior

Planning Period

to [implementation](#) when [project activity](#), [resource](#) and [quality plans](#) are produced.
[D01209]

Planning Phase

See [Development Phase](#)) [D01206]

Plant

In [project work](#), the land, [buildings](#), machinery, apparatus, and fixtures employed

in carrying on a trade or an industrial business. [D03143]

Player

See [Participant](#).
[D03669]

Plug Date

A date [externally](#) assigned to an [activity](#) that establishes the earliest or latest date on which the [activity](#) is allowed to start or [finish](#). [D01210]

PM

See [Project Management](#)

PM

See [Project Manager](#)

PMB

See [Performance Measurement Baseline](#)

An acronym meaning [Project](#)

PMBok

Management
Body of
Knowledge. The
term
PMBOK(TM) is
used by the
Project
Management
Institute to refer
to their Guide to
the Project
Management
Body of
Knowledge
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PMBok

See [Project Management Body of Knowledge](#)

**PMBOK (TM)
Matrix**

See Matrix [D01211]

PMLÆ

See [Project Management Institute, Inc](#)

PMIS

See [Project Management Information System](#)

PMO

See [Project Management Office](#)

See [Project](#)

PMPÆ

[Management Professional](#)

PMT

See [Performance Measurement Techniques](#)

POC

See [Point of Contact](#)

Point of Contact

A person, such as a [coordinator](#), who acts as a focal point for an [activity](#). [D03670]

Point of Contact
("POC")

✓ The agreed to [communication](#) point between two [interfacing organizations](#).
[D04175]

Policies/Procedures

See [Project Policies](#). [D01212]

[Directives](#) [issued](#) by [management](#) for [guidance](#) and [direction](#) where uniformity of

Policy

action is essential.
Directives pertain to the approach, techniques, authorities and responsibilities for carrying out the management function. [D01213]

✓ The definitive position of an organization on a specific issue. A policy provides a

Policy

basis for consistent and appropriate decision making and defines authority and accountability within the organization.

[D01214]

Policy

The principles upon which the governance of an organization is based, or a general statement of the manner in

which its
business and
activities are to
be conducted.

[D02758]

Policy Manual

A [publication](#) or
[document](#) setting
out the policies
of the
[organization](#).

[D03144]

Someone in
[authority](#) dictates
the [sequence](#) in

Policy Restraint

which all or some part of the work is carried out on the project. [D01215]

Politics

Competition for power and leadership between competing interests or groups. May be characterized by artful and sometimes dishonest

practices. [D02882]

Pool Resource

A group of resources related by skill, department or function. [D01216]

1. The set of all possible observations of a phenomenon under analysis.
2. A group of

Population

individual persons, objects, or item from which samples are taken for statistical analysis.

[D03543]

Portability

Capable of being carried or moved about. Also, usable on many computers without

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Portfolio — to — Preliminary Technical Criteria

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	So
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Portfolio

A group of projects or other items that are being worked on at the same time or have been completed and are used as an indicator of ability.
[D01217]

[OT
271-

The management of a number of projects that do not share a common objective. For example, the

Portfolio Management

responsibility of an ICR
operations manager
of a company
managing several
different projects
for different client..
[D03452]

Positive Float

✓ The amount of
time available to
complete non-
critical activities
or work items
without affecting
the total project
duration. [D01218] CC

Positive Float

The amount of time that an activity's start can be delayed without affecting the project completion date. An activity with positive float is not on the critical path and is called a non-critical activity.

Most software packages calculate float time during schedule analysis.

The difference between early and

late dates (start or finish) determines the amount of float.
[D01219]

Post Contract Evaluations

Objective review and analysis of the performance of both parties' performance, realistic technical problems encountered and the corrective actions taken.
[D01220]

[PM]

Post Implementation Review

A [review](#) between 6-12 months after a [system](#) in a [project](#) has met its [objectives](#) and the [system](#) continues to meet [user requirements](#).

[D01221]

[WS

Post Implementation

✓ A [review](#) 6-12 months after a [system](#) has become [operational](#) to ensure that the [project](#) has met its

[PN

Review

objectives and the system continues to meet user requirements.

[D03887]

Post-Award Conference

The first meeting after contract award. A meeting chaired by the buyer to orient all personnel (buyer and contractor) to the project requirements. See also Contract Implementation

[CS]

Review and
System
Requirements
Review. [D04176]

Post-Project Analysis and Report

A formal analysis
and documentation
of the project's
results including
cost, schedule and technical
performance versus
the original plan.
[D01222] [PM]

Post-Project

✓ An evaluation
that provides

Appraisal

[feedback](#) for future use and education.
[D01223]

[\[WS](#)

Post-Project Appraisal

This [activity](#) [completes](#) the [Project Management process](#) and provides [feedback](#) in order to learn for the future. A job [close out](#)/historical [report](#) will be generated and a [review](#) carried out once the [project](#) has been [completed](#)

[\[PN](#)

and accepted by the customer/owner.

[D03888]

Post-Project Evaluation

An appraisal of the costs and technical performance of a completed project and the development of new applications in project management methods to overcome problems that occurred during the

[PM]

project life to
benefit future
projects. [D01224]

An important
review of project
performance and
lessons that can be
derived from the
project conducted
once operations
have started.
Although often
considered only
after completion of
the project, in
practice Project

Post-Project Evaluation Review

Evaluation can and should be a fully integral part of the project. Similar reviews should therefore also be carried out periodically during the course of the project, with the resultant information/lessons fed back into this and other projects.

[D03737]

ICR

Post-Project Review

An [appraisal](#) of all aspects of a [project](#) upon [completion](#), with a [view](#) to examining and [documenting](#) variations and [events](#), to augment the [organization's historical database](#).

[D01225]

[\[RN\]](#)

Post-Project Review

✓ A [formal review](#) of the [project](#) that examines the lessons that may be learned and used for the benefit of

[\[PN\]](#)

future [projects](#).

[D03889]

Postmortem

See [Post-Project Appraisal](#), [Post-Project Evaluation](#), and [Post-Project Review](#). [D03146]

Power

Ability to act or produce an effect. Capacity for being acted upon or undergoing an effect. [Legal](#) or official [authority](#),

[\[We](#)

capacity.
Possession of
[control](#), [authority](#),
or [influence](#) over
others. [D03147]

PPL

See [Project
Products List](#)

Practice

The usual,
traditional, or
commonly
[recommended](#) way
of doing things.
[D03148]

[\[PD\]](#)

Pre-Award Meetings

Meetings to aid ranking of prospective suppliers before final award determination and to examine their facilities or capabilities. [D01226]

[PM]

Pre-Award Survey

An evaluation of a prospective contractor's capability to perform under the terms of a proposed contract. [D01227]

[FA]
[QN]

Pre-Bid Conference

A [meeting](#) used, generally in [complex acquisitions](#), as a means of briefing prospective [bidder](#)s and explaining complicated [specifications](#) and [requirements](#) to them as early as possible after the [invitation for bids](#) ([IFB](#)) has been [issued](#) and before

[\[GA\]](#)

the bids are
opened. [D03544]

**Pre-Planned
Product
Improvement**

Designed-in
provision for future
enhancement. This
may require the
initial version to
have excess
capability to
accommodate later
enhancement.
[D04177]

[CS]

A meeting hosted

Pre-Proposal Conference

by the [buyer contracting organization](#) to assist prospective [bidders](#) in [understanding](#) the [Request for Proposal](#). [D04179]

[CS]

Pre-Tender Estimate

See [Definitive Estimate](#). [D02175]

When one [task](#) must be [completed](#) before another [task](#)

Precedence

can be started, the first task is said to have precedence over the other.

[D01228]

[\[OT\]](#)

Precedence Diagram

✓ A notation of a [network](#) which places the [activity](#) on a single [node](#). See also [Activity Node Net](#). [D01229]

[\[CP: 176\]](#)

Precedence

[Project plan](#) in the form of a structural [network](#) where the activities are

[\[NP\]](#)

Diagram

denoted
[graphically](#) by
[arrows](#). [D02174]

Precedence Diagram Method ("PDM")

✓ A [method](#) of
constructing a [logic
network](#) using
[nodes](#) to represent
the activities and
connecting them by
[lines](#) that show
[dependencies](#).
[D01230]

[\[PM\]](#)

One of the two
[methods](#) of

Precedence Diagram Method ("PDM")

representing project as networks, in which the activities are represented by nodes and the relationships between them by arcs.

Editor's Note: The other method, Arrow Diagram Method, is now rarely used. [D01231]

A graphical symbol in PDM networks

**Precedence
Diagram
Method Arrow**

used to represent the lag describing the [relationship](#) between [work](#) activities. [D01232]

[\[PM\]](#)

**Precedence
Diagramming**

A [technique](#) used in [CPM](#) and [PERT](#) [D01233]

[\[CC\]](#)

An [activity oriented system](#) in which activities are [displayed](#) in uniform boxes [complete](#) with

Precedence Diagramming

activity number, start duration and finish dates. The logical relation between activity boxes is shown by logic connector lines. Lead and lag times can also be shown. The display is more effective than Arrow Diagramming and is also easier to revise, update, and program on computer. See also CPM and PERT. ICC

Precedence Diagramming Method

A network diagramming technique in which activities are represented by boxes (or nodes). Activities are linked by precedence relationships to show the sequence in which the activities are to be performed. [D01234]

Precedence Notation

The means of describing [project work flow](#). It is sometimes called [Activity on Node](#) notation.

[Graphically](#), [precedence networks](#) are represented by using [descriptive](#) boxes and connecting [arrows](#) to denote the flow of [work](#). [D01235]

[\[WS](#)
[\[PM](#)

The term used in

Precedence Relationship

the [precedence diagramming method](#) for a [logical relationship](#). In current [usage](#), however, [precedence relationship](#), [logical relationship](#), and [dependency](#) are widely used interchangeably regardless of the [diagramming method](#) in use.

[D01236]

[\[PM\]](#)

Predecessor

An [activity](#) that must be [completed](#) (or be [partially completed](#)) before a specified [activity](#) can begin is called a predecessor. The combination of all predecessor and [successor relationships](#) among the [project activities](#) forms a [network](#). This [network](#) can be analyzed to determine the

critical path and other project scheduling implications. [D01237]

Predecessor Activity



1. In the arrow diagramming method, the activity which enters a node.
2. In the precedence diagramming method, the "from" activity.

[PM]

[D01238]

Predecessor Activity

Any activity that exists on a common path with the activity in question [\[PM\]](#) and occurs before the activity in question. [D01239]

Predecessor Activity

In the precedence diagramming method it is the "from activity," or the activity which [\[WS\]](#) logically precedes the current activity.

[D01240]

Predecessor Task

A task that must start or finish before another task can start or finish. [MS]
[D01241]

Predecessor Work Item

A work item that directly precedes one or more work items in the logic sequence of a precedence network. [CC]
[D01242]

Preferred Alternative

The solution, amongst several, to an [opportunity](#), need, or [problem](#) before or after [project launch](#) that is most likely to be successful. [D03149]

[\[PD\]](#)

Preliminary

Something that precedes or is introductory or preparatory. Coming before and usually [forming](#) a necessary prelude

[\[We\]](#)

to something else.

[D03150]

Preliminary Design

The design prepared in the planning stage of a project and submitted as part of the project brief.

The drawings and specifications that comprise the Preliminary Design should be clearly specified as a matter of policy and provide the

[CC]

basis for the
[Appropriation](#)
[estimate](#). [D01243]

**Preliminary
Design
Documentation**

"[Design](#)-to"
[specifications](#),
[verification plan](#),
[concept](#) drawings,
analyses, [flow](#)
[diagrams](#), [data](#)
sheets, pictorials,
schematics, etc.
that convey the
[technical](#) and
[operational](#)
[requirements](#) of the
[system](#) or entity of

[\[CS\]](#)

the [system](#). [D04178]

A series of [control gates](#) at which the [Buyer reviews](#) and [approves](#) the Provider's proposed [Design-to baseline](#) as evidenced by lower level [performance specifications](#) and associated [test plans](#) and [authorizes](#) the Provider to

**Preliminary
Design Review**

[VP
4]

proceed with detail design. All hardware, software, handling equipment, test equipment, and tooling should be sequentially reviewed in the descending order of system to assembly. [D01244]

The early determination of economic conditions

**Preliminary
Economic
Criteria**

established as a prerequisite to the [approval](#) of a [project](#), usually one of several [alternatives](#). [D03151]

[\[PD\]](#)

**Preliminary
Estimate**

See [Estimate Class B](#) [D02223]

[\[16\]](#)

**Preliminary
Technical**

The early [determination](#) of [technical criteria](#) established for [purposes](#) of [project design](#)

[\[PD\]](#)

Criteria

[development](#), often
as [part](#) of a
[feasibility study](#).

[D03152]

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Prequalification — to — Procedure

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Prequalification

An [assessment](#) of capabilities, current capacity, etc. as an initial [part](#) of a [selection process](#). Used to narrow the number of [bidders](#) when inviting [tenders](#) for [contract work](#) and thereby reduce the amount of [work](#) for both

[\[PD-U\]](#)

those [bidders](#) unlikely to be successful on these grounds as well as the amount of work in [review](#)ing the submissions and making a final [selection](#) for [award](#). [D03153]

Prescribe

To direct specified [action](#).
To prescribe implies that [action](#) must be

[\[PMK8'](#)

carried out in a specified fashion. [D01245]

Prescriptive

Laid down as a guide, [direction](#), or rule of [action](#); specified. Usually implies [instructions](#) that are given [step](#) by [step](#) in some detail and that are to be followed without questioning, i.e.

[\[PD-U\]](#)

what is to be done, rather than how it is to be done, i.e.

Descriptive.

[D03154]

Present Value

✓ The calculation in current dollars of a regular stream of payments or income over a given period by adjusting for some value of annual interest

[PD-U]

or inflation.

[D03155]

Present Value

The relative worth of a benefit received or cost expended at a specified time in [GAT] the future when the applicable discount rate is considered.

[D03545]

A descriptive or persuasive

Presentation

account, typically for purposes of obtaining approval or acceptance for some offer, position or requirement.
[D03156]

[PD-U]

Presentation Format

The manner, sequence, conditions or layout, etc. under which a presentation is

[PD-U]

to be made.

[D03157]

Presentation Software

Computer software programs that may be used for creating, animating, and projecting a presentation using appropriate equipment.

[D03158]

[PD-U]

A particular art

Presentation Speaking

of [oral presentation](#) that is effective and persuasive and may be learned.

There are different [styles](#) and speakers generally the [style](#) most suited to their personality.

[D03159]

[\[PD-U\]](#)

Groups of people that are active, often

Pressure Groups

politically, that have [power](#) to [influence](#) the course of a [project](#), and do so if they are [impacted](#) by it. See also [Constituents](#), and [Public Relations](#). [D03160]

[\[PD-U\]](#)

All [actions](#) performed in an attempt to retain an item in specified

Preventive Maintenance

condition by providing [systematic inspection](#), detection, and prevention of incipient [failure](#)s. [D03672]

[\[MIL-S-1388-1A\]](#)

The quantity of one thing that is exchanged or demanded in barter or sale for another. The amount of money given or

[\[Webster's\]](#)

Price

set as

[consideration](#)

for the sale of a
specified thing.

The [cost](#) at
which something
is obtained.

[D03162]



1. [Cost plus](#)
any fee or
[profit](#)
applicable
to the
[contract](#)

Price

[\[GAT\]](#)

type.

2. The amount paid for a supply or service.

[D03546]

Pricing

✓ The setting of, or finding out about, prices for [PD-U] goods, services, contract work, etc. [D03161]

The process of establishing a

Pricing

reasonable amount or amounts to be paid for [supplies](#) or [services](#). [D03547]

[\[GAT\]](#)

Pricing Data Index

See [Cost Index](#). [D03484]

Primary Technology

The main or basic [technology](#) on which the main [part](#) of a [project](#) is [based](#). [D03163]

[\[PD-U\]](#)

**Primary
Technology of
the
Organization**

The core [technology](#) for which the [enterprise](#) is noted, and on which it presumably relies for its main [source](#) of activities, [revenue](#), [profit](#), etc. [D03164]

[\[PD-U\]](#)

The [principle](#)
(or only)

**Prime
Contractor**

[Contractor](#)
[performing](#) a
[Contract](#) for an
[Owner](#). [D03673]

[\[RMW\]](#)

Principal

The most
important,
consequential,
or influential. A
person who has
[controlling](#)
[authority](#) or is in
a [leading](#)
position. [D03165]

[\[Webster's\]](#)

Principle

A comprehensive and fundamental law, doctrine, or assumption. A rule or [code](#) of conduct. [D03166]

[\[Webster's\]](#)

Principle

A fundamental truth or general law used as a basis for reasoning and [action](#). [D04330]

[\[MEMOIRS\]](#)

The imposed

Priority

[sequences](#)
desired with
respect to the
[scheduling](#) of
activities within
previously
imposed
[constraints](#).

[D01246]

[\[PMK8'](#)

Priority

Something given
or meriting
attention before
competing
[alternatives](#).

[D03167]

[\[Webst](#)

Priority Ranking

Items assembled in order according to their relative priority. [D03168]

[\[PD-U\]](#)

Priority Rule

A rule used to determine the order of processing in resource scheduling algorithms. [D01247]

[\[WST\]](#)

A legal concept

Privity of Contract

that refers to the relationship between all parties in a contract. In subcontracting, the prime buyer has no contractual relationship with subcontractors.

Editor's Note:

True that a buyer's contract has no direct relationship with a seller's

[CSM]

subcontractor,
but the buyer's
contract can
include clauses
that requires
the contractor
to bind its
subcontractors
to the same
terms and
conditions.

[D04180]

Projected or
anticipated,
usually applied
to financial data
such as balance

[OTOB

Pro forma

sheets and
income
statements.
[D01248]

4]

Pro forma

✓ A foreign
term literally
meaning "For
the sake of
change".
However, the
term is usually
used in project
management to
mean a standard
way of working
out some kind of

[RMW]

financial calculation such as a project financial cost/benefit or investment return calculation.
[D02642]

Proactive

Acting in anticipation of future problems, needs, or changes. [D03169] [\[Webster's\]](#)

Proactive Management

Taking [actions](#) to ensure future [events](#) will happen as [planned](#).
Examples include expeditors and [long lead procurement](#).
[D04181]

[\[CSM\]](#)

Probabilistic

[Dependencies](#) between activities that indicate alternative

[\[PNG\]](#)

Dependencies

sequences of logic that have probabilities attached to them.
[D03890]

**Probabilistic
Networks**

Networks which comprise probabilistic rather than deterministic relationships between activities. [D03891]

[PNG]

Likelihood of a

Probability

risk occurring.

[WST]

[D01249]

Probability

✓ The likelihood of occurrence. The ratio of the number of chances by which an event may happen (or not happen) to the sum of the chances of both happening and not happening.

[RMH]

[D01250]

Probability

Usually used in the [context](#) of [project risk](#) as a measure of the [likelihood](#) of a [risk](#) occurring.
[D03892]

[\[PNG\]](#)

Probability Assessment

[Part](#) of [project risk management](#) in which [estimates](#) are made of the relative probabilities of identified [risk](#)

[\[PD-U\]](#)

events. [D03170]

Probability of Acceptance

That percentage of inspection lots expected to be accepted when the lots are subjected to a specific sampling plan.
[D01251]

[MIL-S-109A]
[QMPP]

The likelihood of something happening. One of three factors

Probability of Occurrence

in the [determination of project risk quantification](#), namely: [Risk Event](#); [Risk Probability](#); and [Amount at Stake](#). [D03171]

[\[PD-U\]](#)

A question raised for [inquiry](#), [consideration](#), or solution. An intricate unsettled [issue](#)

Problem

which is a [source](#) of perplexity, distress, or vexation, and that may be difficult to understand or accept. [D03173]

[\[Webster's\]](#)

Problem

The interaction between the [project manager](#) and an [individual team member](#) with the [goal](#) of finding a

[\[PMK8\]](#)

Resolution

solution to a [technical](#) or personal [problem](#) that [affects](#) [project](#) accomplishment.
[D01252]

Problem Solving

Finding ways to overcome or get around obstacles to [progress](#). [D02326]

[\[PPS&C p43\]](#)

Problem

✓ A [systematic process](#) for

[\[PD-U\]](#)

Solving

arriving at a solution. [D03174]

Problem Solving, in negotiating

Efforts to find agreements that are highly beneficial to both parties. [D02733]

[PMH
p343]

Problem Statement

A definition of the problem to be solved by completing the project. [D03736]

[PD-U]

**Problem/Need
Statement/Goal**

Documentation

to define the problem; to document the need to find a solution: and to document the overall aim of the sponsor.

[D01253]

[PMK8'

Some device,
process, system
or informal
personal
contacts (e.g. the

Problems Early Warning System

'[grape vine](#)') for alerting the [project's management](#) to the possibility of adverse [events](#). [D03175]

[\[PD-U\]](#)

Procedure

A [particular](#) course or [method](#) of [action](#). [D01254]

[\[NPMT\]](#)

✓ A [prescribed method](#) for

[\[PMK8'](#)

Procedure

performing
specified work.
[D01255]

Procedure

A set of
prescribed steps
for
accomplishing a [RMW]
specific activity
or task. [D01256]

A particular
way of
accomplishing
something. A
series of steps

Procedure

followed in a regular and definite order. A traditional or established way of doing things.

[D03177]

[\[Webster's\]](#)

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Procedures Manual — to — Product Experts

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Term	Definition (links in blue;  signifies Editor's Choice)	S

Procedures Manual

A book of reference describing [standard project procedures](#).

[D03176]

[P]

Process

A series of [actions](#), [changes](#), or functions bringing about a result. [D01257]

[V]

Process

A set of interrelated [work](#) activities in which [value](#) is added to the [inputs](#) to provide [specific](#) outputs. [D01258]

[V]

Process

An orderly and progressive sequence of activities that may be represented by a network and that, on completion, results in the creation of a product. [D01259]

Process

The combination of people, equipment, materials, methods, and environment that produce an output, i.e. a given product or service [D01260]

Process

✓ The set of activities required to achieve an output.

[D01261]

Process

A preferred and controlled method of repetitively and reliably doing something, generally involving sequential steps, techniques and tools. [D04182]

The way the project

Process and Organization

objective is reached, including processes and schedule as well as organization and resources. [D01262]

[D](#)

Process Average

The average percent of defective or average number of defects per hundred units of product submitted by the supplier for original inspection. [D01263]

[D](#)
[10](#)
[C](#)

Process Control

Managing a process to a proven standard. [D04183]

Process Design

The design of a process, which may be either a management process as required in corporate management, or technical as in commercial or industrial engineering. [D03178]

Procurement

✓ A process for establishing contractual relationships to accomplish project objectives. The assembly, tendering and award of contracts or commitment documents. Specific procedures should be established for the Procurement Process.
[D01264]

Procurement

See Contract/Procurement

Management. [D01265]

Procurement

All stages involved in the process of acquiring supplies or services, beginning with the determination of a need for supplies of services and ending with contract completion or closeout. [D03548]

Procurement

The act of buying goods and/or

services. [D03674]

The process of acquiring new services or products. It covers the financial appraisal of the options available, development of the procurement or acquisition strategy, preparation of contract documentation, selection and acquisition of suppliers, pricing,

Procurement

purchasing, and administration of contracts. It may also extend to storage, logistics, inspection, expediting, transportation, and handling of materials and supplies. It may cover all members of the supply chain. For example, operations and maintenance needs to be supported through a supply chain management process. [D03739]

Procurement Addendum

A supplement to [bidding documents issued](#) prior to the receipt of bids, for the [purpose](#) of clarifying, correcting, or adding to the [bid documents issued](#) previously. [D01266] [\[F\]](#)

Procurement Advertising

[Method](#) of [procurement](#) where a [contract results](#) from the [solicitation](#) of [competitive](#) BIDS through the media. [\[F\]](#)

[D01267]

Procurement Cost Considerations

A reckoning of a supplier's approach, realism, and reasonableness of cost. forecast economic factors affecting cost and cost risks used in the cost proposal. [D01268]

[F

The combined internal and external forces, both

Procurement Environment

individual and interacting with one another which assist or restrict the attainment of the objective. These could be business or project related or may be due to political, economic, technological or regulatory conditions. See also macro procurement environment, micro procurement environment. [D01269]

Procurement Identification

The identification of the different categories of procurement of which one or more may be required during project execution.

[D01270]

Procurement Invitation

A method of procurement where a contract results from the selected invitation of competitive BIDS.

[D01271]

Procurement Method

A [particular](#) manner adopted for obtaining the [goods](#) and [services](#) for a [project](#). Could be highly dependent upon how much detail is known about the [project's](#) [scope](#) and [deliverables](#) and the type of [contract](#) to be adopted as a consequence. [D03179]

[F

A comprehensive [review](#) of the original [specification](#),

Procurement Performance Evaluation

statement of work,
scope and contract
modifications, for the
purpose of avoiding
pitfalls in future
procurements. [D01272]

[F]

Procurement Planning

The determination of
what to procure (i.e.
buy or otherwise
obtain), when and
how. [D01273]

[F]

Procurement

The experience, past
performance,
capabilities,

**Pre-
Qualifications**

[resources](#) and current [work loads](#) of the potential [sources](#).
[D01274] [\[F\]](#)

**Procurement
Qualifications**

See [Qualifications](#), [Contractor](#). [D01275]

**Procurement
Ranking**

[Qualitative](#) or [quantitative determinations](#) of prospective [supplier's](#) capabilities and [qualifications](#) in order to select one or [\[F\]](#)

more [sources](#) to provide proposed [material](#)/service.

[D01276]

Procurement Relationship with CWBS

The [relationship](#) of [services](#) or [items](#) to be procured with the overall [work](#), and their [interface](#) with any other [project](#) activities. [D01277]

[P]

[Communications](#), positive or negative from prospective

Procurement Response

suppliers in response to the request to supply material/ services. [D01278] [\[F\]](#)

Procurement Source Evaluation

Overall review of capabilities and ranking of prospective suppliers either to request proposals or to enter into negotiations for the award of the contract. [D01279] [\[F\]](#)

Procurement Strategy

The relationship of specific procurement actions to the operating environment of the project. [D01280]

[F

✓ A macro view of the manner or approach to securing the necessary resources for carrying out the work of the project.
Procurement strategy should be established early on in the

Procurement Strategy

project planning phase, since procurement strategy decisions will affect the design of the work breakdown structure.

Procurement strategy may range from completing all of the work in-house, or a single complete contract to a number of separate trade contracts under the direction of a coordinating (e.g. construction)

manager. [D02551]

Procurement Strategy

A document prepared very early in the project and often stemming from a policy defined externally to the project, for example its urgency. The procurement strategy may also be a function of the state of the project definition, and of the supplier market. It could include

[C

potential [sources](#) of [supply](#), terms and types of [contract/procurement](#), [conditions](#) of [contract](#), the type of [pricing](#), and [method](#) of [supplier selection](#).
[D03738]

Procurement Supplier Valuation

[Assessment](#) of [suppliers'](#) [qualifications](#) in order to identify those from whom [proposal](#)s/bids are to be requested or those

who are to be invited to enter [negotiations](#) for the [award](#) of a [contract](#). [D01281]

Procurement Technical Considerations

[Suppliers technical competency](#), [understanding](#) of the [technical requirements](#) and [capability](#) to produce technically acceptable [material](#) or [services](#). Generally this [evaluation](#) ranks highest among all

other [evaluations](#).

[D01282]

**Procurement,
Other
Considerations**

Includes an [evaluation](#) of [staff](#) and [financial resources](#), facilities, [performance record](#), responsiveness to [contract](#) terms and [conditions](#) and a general willingness to perform the [work](#).

[\[F](#)

[D01285]

A [process](#) of [communication](#),

**Procurement /
Contract
Negotiations**

discussions, and agreement between the parties for supply of goods/services in support of the procurement objectives. [D01283] [F]

**Procurement /
Tender
Documents**

The documents issued to prospective suppliers when inviting BIDS/quotations for supply of goods/services. [D01284] [F]

Producibility

The composite of characteristics which, when applied to equipment design and production planning, leads to most effective and economic means of fabrication, assembly, inspection, test-installation, checkout, and acceptance of systems and equipment. [D03180]

[F

The output from a

Product

Process in tangible or intangible form.

Examples include the Project Brief as an output from the planning phases, or the completed facility as an output from the producing phases.

Editor's Note: Also called Deliverable or End Item, which see. [D01288]

Product Acceptance Review

A control gate to ascertain verification and acceptance.

[D04184]

Product Assurance

The function responsible for achieving the required quality performance.

Includes inspectability, testability, process control, and related factors. [D04185]

The project's product or objectives consists of components, at

Product Breakdown

several levels of [breakdown](#), each of which deliver [parts](#) of the [functionality](#) of the [project's deliverables](#). [D02623]

[2]

Product Breakdown Structure ("PBS")

A [project's product components](#) or [elements](#) that make up the overall [deliverable](#) assembled into some hierarchical arrangement that facilitates [project management tracking](#)

[F]

and [control](#). [D01289]

Product Breakdown Structure ("PBS")

A [product](#) orientated hierarchical [breakdown](#) of the [project](#) into its constituent [items](#) without the [tasks/work](#) packaging being developed. See also [Work Breakdown Structure](#). [D03740]

✓ A [structure](#) that identifies the [Products](#) that are

Product Breakdown Structure

required and that must be produced. It displays the system in a hierarchic way.

[D03893]

IF

Product Breakdown Structure ("PBS")

The structured decomposition of the product into entities of the product. The WBS without the verbs. [D04186]

IC

A description of the purpose, form and components of a

Product Description	<u>Product</u> . The <u>Product Description</u> should be used as the basis for <u>acceptance</u> of the product by the <u>customer</u> . [D03894]	[F]
Product Experts	Those who are <u>expertise</u> in a <u>particular line</u> of <u>products</u> . [D03181]	[F]

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Product Flow Diagram — to — Program Management

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	Definition (links	
--	--------------------------	--

Term	in blue; ✓ (signifies Editor's Choice)	Source
Product Flow Diagram	A representation of how the <u>products</u> are produced by identifying their derivation and the <u>dependencies</u> between them. [D01290]	[WST]
Product Improvement	The <u>approach</u> to achieving increased	

Plan

[capability](#) over
[time](#). [D04187]

[\[CSM\]](#)

**Product
Liability**

A generic term used to describe the onus on a producer or others to make restitution for [loss](#) related to personal injury, property damage or other harm [caused](#) by a [product](#) or service. [D01291]

[\[ISO 84](#)
[QMPE](#)

Product Life Cycle

The complete history of a product through its concept, definition, production, operation, and obsolescence or disposal phases.

Editor's Note:

[PMDI]

The distinction between product life cycle and project life cycle is that the latter does not include the last two

phases. [D03216]

Product Life Cycle Costing

Costing that takes account of the initial capital cost of construction and the recurring costs of repair and maintenance, together with depreciation.

Editor's Note:

The purpose of depreciation is to provide funding for the

[24]

*ultimate
replacement of
the [facility](#). This
should also
include the [cost](#)
of disposal of
the original
where
applicable.*

[D02630]

Product

An [action](#) by the
[government](#) to
determine that
the [quality](#) of
[supplies](#) or
[services](#)
accepted by the

[04
[4155.11](#)

Quality Review	government do, in fact, comply with specified requirements . [D01293]	[QMPE]
Product Realization Team ("PRT")	A multi-disciplinary team that is responsible for the definition , development , delivery and support of a product through concurrent	[WST]

engineering
methods. [D01294]

Product User

A final recipient
primarily
interested in the
output of the
system. [D04188]

[CSM]

Production

The making of
goods available
for use. [D03182]

[Webst

The maximum

Production Capacity

volume of goods or services that can be made by a process, system, organization or unit. [D03183]

[PD-U]

Production Cost

The cost incurred in the process of creating goods or services. [D03184]

[PD-U]

The application of manufacturing knowledge to the design and

Production Engineering

development of
the configuration
item to facilitate
manufacturing.

Includes analyses
of design
producibility and
production
operations;
application of
manufacturing
methods, tooling
and equipment;
control of the
introduction of
engineering
changes; and
employment of

[CSM]

manufacturing
cost control
techniques.

[D04189]

Production Management

The effective use
of resources to
produce on-
schedule the
required number
of End Items that
meet specified
quality,
performance, and
cost. [D03675]

DSMC

Production Model

A [production demonstration model](#), including all [hardware](#), [software](#), and [firmware](#), manufactured from [production drawings](#) and made by production [tools](#), fixtures and [methods](#).

Generally, the first article of the production unit run initiated after the Production

[\[CSM\]](#)

Readiness
Review (PRR).

A prototype model, also built from production drawings but under engineering supervision, may precede the PRR to provide confidence in authorizing fabrication of the production model. [D04190]

Production Permit

Written authorization, prior to production or before provision of a service, to depart from specified requirements for a specified quantity or for a specified time.
[D01295]

[ISO 84
IQMPE

In this, the third phase in the generic project life cycle the rate

Production Phase

of [resource expenditure](#) is greatest. It should proceed as efficiently as possible [based](#) on the effective [planning](#) conducted in the previous [phase](#). [Changes](#) in [project definition](#) should normally be minimal.

[D03741]

[\[CRMF](#)

A [plan](#) for

Production Program

producing a series of separate goods or services generally in sequence, if there is only one plant or system. Sometimes referred to as production runs.

[D03185]

[PD-U]

The measurement of labor efficiency when compared to an established base.

Productivity

It is also used to measure equipment [effectiveness](#), drawing [productivity](#), etc.
[D01297]

[\[PMK8\]](#)

Productivity

The rate of output of a [work](#)man, or group of [workers](#), per unit of [time](#), usually compared to an established [standard](#) or expected rate of

[\[DSMC\]](#)

output. [D03639]

Productivity

✓ The actual rate of output or production per unit of time worked. [D03676]

[DSMC

One who is engaged in one of the learned professions and/or who makes it a permanent career.

Professional

Characterized by or conforming to the [technical](#) or [ethical standards](#) of a profession. Exhibiting a courteous, conscientious, and generally businesslike manner in the [workplace](#).

Following a [line](#) of conduct as though it were a profession.

*Editor's Note:
Unfortunately,*

[\[Webst](#)

the term tends to be used to apply to anyone who performs or behaves as might be expected according to common standards. [D03186]

The term referring to members of those professions having a recognized status

Professional

[based](#) upon
acquiring
professional
[knowledge](#)
through
prolonged [study](#).
Examples of such
professions
include
[account](#)ancy,
actuarial
computation,
[architecture](#),
dentistry,
engineering, law,
medicine,
nursing,
pharmacy, the

[\[PD-U\]](#)

sciences (e.g., biology, chemistry, and physics, and teaching). To be a professional, a person must not only be qualified but must also be involved in discharging corresponding professional duties. [D03549]

[Organizations](#)

Professional Associations

that are [legally](#) constituted to certify [professionals](#) and ensure a high [\[PD-U\]](#) [standard](#) of [competence](#), usually in the interests of [public safety](#) and [protection](#). [D03187]

Professionalism

Being [part](#) of a body of people engaged in a superior calling. [\[FWH\]](#)
[D01298]

Profit

✓ The excess of revenue over the total cost of producing the product or products for which the calculation is made. [D03677]

[PD-U]

Profit

The amount received by a contractor above the cost of contract

[CSM]

performance
under a fixed
price contract.

[D04191]

A measure of the
total income of a
project
compared to the
total monies
expended at any
period of time.

The techniques
that are utilized
are Payout Time,
Return on
Original

Profitability

[PMK8

Investment
(ROI), Net
Present Value
(NPV),
Discounted Cash
Flow (DCF),
Sensitivity and
Risk Analysis.
[D01299]

Program

A broad effort
encompassing a
number of
projects. [D01300]

[WST]

A group of
related projects

Program

that is managed together.

Programs usually [PMK9] include an element of ongoing activity.
[D01301]

Program

An endeavor of considerable scope encompassing a number of projects. [D01302]

[PMK8]

Used

Program

interchangeably with "[project](#)" as in "[program management](#)" or "[program manager](#)" (In the case of [computer software projects](#), "program" usually refers to a unit of [computer instruction code](#) that performs a [specific](#) function or set of functions.).

[D01324]

[SPM 3
9]

Program

✓ A set of projects with a common strategic goal.

Editor's Note: In Europe the term 'program' means a network schedule. In the software industry it means computer code. [D02341]

[PMH
p768]

Editor's Note:

Program

See also entries under ['Programme'](#) which is the European spelling of the US word 'Program'. [D04333]

Program Analyst

A [computer software](#) job category with [responsibility](#) for [coding](#) ([programming](#)) and [design](#) ([analysis](#)). [D01303] [\[SPM 39\]](#)

Program Benefits Review

A [review](#) to assess if [targets](#) have been reached and to measure the [performance](#) levels in the resulting business [operations](#).

[D01304]

[\[WST\]](#)

Program

A [report](#) produced at the end of a [program](#) that describes the

Benefits Review Report

findings,
[conclusions](#) and
[recommendations](#)
in the [program](#)
benefit [review](#).

[D01305]

[\[WST\]](#)

Program Brief

Produced in the
[program](#)
[identification](#)
[phase](#), the
[program](#) brief
sums up the
[program](#) and
gives the terms
of reference for
the [work](#) to be

[\[WST\]](#)

carried out and
the [program
director](#) is terms
of reference.
[D01306]

Program Definition Phase

[Program
management](#) is
second [phase](#)
including a
[feasibility study](#),
full [definition](#)
and [funding
approval](#). [D01307]

[\[WST\]](#)

The senior
[manager](#) with the

Program Director

responsibility for the overall success of the program. The program director is drawn from the management of the target business area.

[D01308]

[WST]

Program Directorate

A committee that directs the program when circumstances arise where there is no individual

[WST]

to direct the
[program](#). [D01309]

**Program
Evaluation and
Review
Technique
("PERT")**

A [technique](#) for
[planning](#) a
[project](#). [D01178]

[\[CCCP\]](#)

An [event](#) and
[probability](#)
[based](#) [network](#)
[analysis](#) [system](#)
generally used in
the [research and](#)

Program Evaluation and Review Technique ("PERT")

development
field where, at
the planning
stage, activities
and their
durations
between events
are difficult to
define. Typically
used on large
programs where
the projects
involve
numerous
organizations at
widely different
locations. [D01179]

[PMK8]

**Program
Evaluation and
Review
Technique
("PERT")**

✓ A project management technique for determining how much time a project needs before it is completed. Each activity is assigned a best, worst, and most probable completion time estimate. These estimates are used to determine the average

[WST]
[PMST]

completion time.
The average times are used to figure the critical path and the standard deviation of completion times for the entire project. [D01310]

An event-oriented network analysis technique used to estimate project duration when

**Program
Evaluation and
Review
Technique
("PERT")**

there is a high degree of [uncertainty](#) with the [individual activity duration estimates](#). [PERT](#) applies the [critical path method](#) to a weighted average [duration](#) estimate. Also given as [Program Evaluation Review Technique](#). [D01311]

[\[PMK9](#)

**Program
Evaluation and
Review
Technique
("PERT")**

The form of network diagram in which events are displayed as nodes and where the connecting arrows indicate the precedence constraints.

[D01312]

[SPM 3
9]

An event oriented system. Generally used in research and development field where activities and

Program Evaluation and Review Technique ("PERT")

durations
between events
are difficult to
define at the
 planning stage,
yet completion of
these activities
by specific dates
is essential to the
success of the
 project.

[CCCP]

Typically, these
 projects involve
massive
 programs, many
large
 organizations,
and extensive

[operation](#) in many different [locations](#). See also [Arrow Diagramming and Precedence Diagramming](#).

[D03080]

Program Execution Phase

The [phase](#) in [program management](#) where [project portfolio management](#) and [transition](#) activities are

[\[WST\]](#)

undertaken.

[D01313]

Program Executive

A group of individuals that supports the program director. [D01314]

[WST]

Program Identification

Program management is first phase. Here, all high-level change proposals from available strategies and initiatives are

[WST]

Phase

considered and their [objectives](#) and [directions](#) translated into achievable [programs](#) of [work](#). [D01315]

A [management style](#) very different from [administrative](#) or [corporate management](#). The [objective](#) of [program management](#) is to

Program Management

complete a set of projects usually related in some way by a common goal.

The life of a program management organization may be quite extended.

[CCCP]

However, it is characterized by the completion of the projects or tasks under its responsibility, each of which

has a clear and
finite
[termination](#).

Program
management is
terminated when
all its projects
are [completed](#).
See also [project
management](#).

[D01316]

Program

The effective
[management](#) of
several
[individual](#) but
related [projects](#)

[\[WST\]](#)

Management

in order to produce an overall system that works effectively.

[D01317]

Program Management

The management of a related series of projects executed over a broad period of time, and which are designed to accomplish broad goals, to which the individual

[PMK8

projects

contribute. [D01318]

Program Management

✓ The management of a series of related projects designed to accomplish broad goals, to which the individual projects contribute, and typically executed over an

[FWH]

extended [period](#)
of [time](#). [D01319]

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*Widemo
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Terms v2*

Program Management Office — to — Project

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Term	Definition (links in blue;  signifies Editor's Choice)
------	---

**Program
Management
Office**

The office responsible for the business and [technical management](#) of a [specific contract](#) or [program](#). [D01320]

**Program
Manager**

✓ The person responsible for a [Program](#), including [plans](#), [funding](#), [schedules](#), prioritizing [resources](#) and [timely completion](#) of [projects](#) on a [priority](#) basis and within established [constraints](#). [D03550]

**Program
Manager**

The person responsible for managing a Program.
[D03678]

**Program
Manager**

The individual responsible for managing a coordinated group of planned undertakings (projects) having a common goal or objective. [D04192]

A term that refers to all

Program Plan

of the following:
[benefits management plans](#), [risk management plan](#), [transition plan](#), [project portfolio plan](#) and [design management plan](#).

[D01321]

Program Status Date

The date up to which all [program information](#) is [complete](#). [D01322]

Program Support

A group that gives [administrative support](#) to the [program](#)

Office

[manager](#) and the
[program executive](#).

[D01323]

Programme

A collection of
[projects](#) related to
some extent to a
common [objective](#). For
example. a major
[project](#), a new
business [objective](#), or
a new [product](#)
[development](#).

Editor's Note:

*'[Programme](#)' is the
European spelling of
the US '[Program](#)'.*

Programme

Editor's Note: See also entries under '[Program](#)' which is the US spelling of the European word '[Programme](#)'. [D03871]



1. A [portfolio](#) of [projects](#) selected and [planned](#) in a coordinated way so as to achieve a set of defined

Programme

objectives, giving effect to various (and often overlapping) initiatives and/or implementing a strategy.

2. A single, large or very complex project, or
3. A set of otherwise unrelated projects bounded by a business cycle.

[D03895]

Programme Benefits Review

A [review](#) to assess [achievement](#) of [targets](#) and to measure [performance](#) levels in the resulting business [operations](#). The [review](#) also analyses the [programme management process](#).

[D03896]

Programme

An output of the [Programme Identification phase](#), describing the [programme](#) and giving the terms of reference

Brief

for the [work](#) to be carried out, and the [programme director's](#) terms of reference.
[D03897]

Programme Definition Phase

The second [phase](#) of [programme management](#) involving a [feasibility study](#), full [definition](#) and [funding approval](#). Initial [project briefs](#) are [written](#), [specifying](#) [project deliverables](#) and [outline project](#)

plans. [D03898]

**Programme
Definition
Statement**

The agreed statement of objectives and plans between the target business operation, the programme director, and the senior management group to whom the programme director reports. [D03899]

II

The senior manager with individual responsibility for the

**Programme
Director**

overall success of the [programme](#) who is drawn from the [management](#) of the [target business area](#).

[D03900]

**Programme
Directorate**

A committee which directs the [programme](#), in circumstances where this is not performed by an [individual](#). It should be led by an [accountable individual programme director](#) as chairman.

[D03901]

Programme Execution Phase

The third [phase](#) of [programme management](#), in which the [project portfolio management](#) and [transition](#) activities are undertaken. [D03902]

Programme Executive

A group of [individuals](#) [supporting](#) the [programme director](#) which has day to day [management responsibility](#) for the whole [programme](#). [D03903]

Programme Identification Phase

The first phase of programme management in which all high-level change proposals from available strategies and initiatives are considered collectively and their objectives and directions translated into one or more achievable programmes of work.
[D03904]

Programme Management

✓ The effective management of a programme that may cover any or all of the following:

- A portfolio of projects related to some common objective
- An organization's business strategy which is to be implemented through projects
- The interdependencies between a number

of projects

- Resource allocation amongst a portfolio of projects.

[D03742]

Programme Management

The selection and coordinated planning of a portfolio of projects so as to achieve a set of defined business objectives, and the efficient execution of these projects within a

controlled environment such that they realize maximum benefit for the resulting business operations. [D03905]

A programme is a specific undertaking to achieve a number of objectives. Examples include product and economic development programmes where the programmes follow a concept/design life cycle before moving into the

Programme Management

implementation of multiple projects or production units. In the case of multiple projects there is not the same common objective. Instead, each project follows its own project lifecycle but the set of lifecycles should be coordinated and managed so the overall system works effectively. [D03906]

The coordinated

Programme Management

[management](#) of a [portfolio](#) of [projects](#), that benefit from a [consolidated approach](#), to achieve a set of [corporate objectives](#). [D04334]

Programme Manager

The person generally responsible for the overall [development](#) of a [product](#) in its broadest sense. This may include in-service [operation](#) as well as related [projects](#) and [tasks](#) needed to ensure

satisfactory
development and
delivery of the
programme. [D03743]

Programme Manager

✓ The individual
responsible for day-to-
day management of the
programme on behalf
of the Programme
Director. [D03907]

A computer software
position with
responsibility for
writing (coding) a

Programmer

logical sequence of instructions to the computer to solve a computational, sequencing, or reporting problem using one or more computer languages.
[D01325]

Programmer Trainee

A job category assigned to beginning programmers, usually with less than a year of on-the-job experience; the length of apprentice time varies

by [company](#). [D01326]

Programming

In Europe, this term means '[Scheduling](#)'. Otherwise it means writing [software code](#). [D03188]

[1]

Various meanings:

1. In Europe, this term refers to North American '[Schedules](#)', i.e. [bar charts](#).
2. Separate groups of related

Programs

[1]

projects. See
Program.

3. Software applications,
software codings.

[D03189]

Progress

Development to a more advanced state. Progress relates to a progression of development and therefore shows relationships between current conditions and

past [conditions](#). [D01327]

Progress

Forward course,
[development](#). [D01328]

Progress

✓ The [partial completion](#) of a [project](#), or a measure of same. Also, the act of entering progress [information](#) for a [project](#). [D01329]

In [Cost Management](#), the [development](#) of [performance](#) indices

Progress Analysis

such as :

1. Cost Performance Index = CPI = BCWP/ACWP
2. Schedule Performance Index = SPI = BCWP/BCWS

[D01330]

Progress Analysis

In Time Management, the evaluation of calculated progress against the approved schedule and the determination of its

impact. [D01331]

Progress Bar

On the Gantt Chart, a bar that shows how much of the task has been completed. [D01332]

Progress Date

The date used in order to calculate the progress of the project. All estimates to complete or remaining durations should be assessed in accordance with the Progress Date.

Editor's Note: Also know as '[As-of-Date](#)', '[Data Date](#)' and '[Time Now](#)'. [D03908]

Progress Draw

See [Progress Payment](#)
[D01334]

A visual representation of the [progress](#) of a [project](#), [displayed](#) on the [Gantt Chart](#). For a given [progress date](#), the [progress line](#) connects [in-progress tasks](#), thereby creating

Progress Line

a [graph](#) on the [Gantt Chart](#) with peaks pointing to the left for [work](#) that is behind [schedule](#) and peaks pointing to the right for [work](#) that is ahead of [schedule](#). The distance of a peak from the vertical [line](#) indicates the degree to which the [task](#) is ahead of or behind schedule at the [progress date](#). [D01333]

[Measurement](#) of the current amount of [work](#)

**Progress
Measurement**

completed for
purposes of assessing
progress of the project
or contract, as well as
for determining
amounts due under
contract agreements.

[D03018]

**Progress
Milestones**

Those project
milestones identified
as the basis for making
Progress Payments.

[D03190]

A payment in response
to an invoice submitted

Progress Payment

by a [construction contractor](#), requesting [payment](#) for [work completed](#), or otherwise [progress](#) to a [specific](#) date. The [invoice](#) should be [supported](#) by the supervising [Consultant's Progress](#) Payment Certificate.

Editor's Note: The term [Claim](#) should be [reserved](#) for a [contractor's](#) request for additional payment beyond the [contract](#) amount, and

not be used to refer to regular billings for work carried out as part of the accepted scope of work within the contract amount.
[D01335]

Progress Payment

✓ Interim payment for delivered work in accordance with contract terms generally tied to meeting specified performance milestones. [D01336]

Progress Payment

Payments made to a contractor during the life of a fixed-price type contract, on the basis of some pre-agreed formula. [D01337]

Progress Payment

Payments made to the contractor by the customer during the course of the project, rather than at the end of the project, the terms of which are specified in the contract. [D01338]

Progress Report

Report showing current status usually in relation to planned status. [D01339]

Progress Reporting

The collection of information on work done compared to the work planned to be done. [D01340]

An indication of whether the progress rate of an activity or of

Progress Trend

a project is increasing, decreasing, or remaining the same (steady) over a period of time. [D01341]

Project

A process for conducting work that produces a new product of one sort or another. [D01342]

A process or undertaking that encompasses an entire set of activities having

Project

a definable starting point and well defined [objectives](#) the [delivery](#) of which signal the [completion](#) of the project. Projects are usually required to be accomplished within limited [resources](#).

[D01343]

Project

A set of activities directed to an overall [goal](#). Also, the collection of [data](#) relating to the [achievement](#) of that

goal. More specifically, a network of activities, or file(s) containing such a network. [D01344]

Project

A temporary endeavor undertaken to create a unique product or service. [D01345]

Project

A unique venture with a beginning and an end, undertaken by people to meet established goals

within defined
constraints of time,
resources, and quality.

[D01346]

Project

An endeavor in which human, material and financial resources are organized in a novel way, to undertake a unique scope of work of given specification, within constraints of cost and time, so as to achieve unitary, beneficial change, through delivery of quantified and

qualitative objectives.

[D01347]

Project

An organized undertaking utilizing human and physical resources, done once, to accomplish a specific goal, which is normally defined by a Triple Constraint.

Editor's Note: Triple Constraint, i.e. Performance, Time and Cost, is an obsolete construct now considered inadequate to convey

project objectives and constraints in today's real world. [D01348]

Project

An organized undertaking, limited in time to achieve specific objectives. [D01349]

Any temporary, organized effort that creates a one-time product, service, process, or plan.

Project

Editor's Note:

'Temporary' suggests that the project's duration is at the whim of management irrespective of product delivery.

'Transient' might be a better word. [D01350]

Project

Any undertaking that has a defined objective, a cost parameter, and a time element for its development. A cluster of activities that are

pulled together to deliver something of value to a customer.

[D01351]

Project

Any undertaking with a defined starting point and defined objectives by which completion is identified. In practice most projects depend on finite or limited resources by which the objectives are to be accomplished. [D01352]

Project

✓ A novel undertaking or systematic process to create a new product or service the delivery of which signals completion. Projects are typically constrained by limited resources. [D01353]

Project

A unique, novel and transient endeavor undertaken to achieve novel objectives and involving considerable risk and uncertainty. [D02619]

Project

A systematic process for achieving a distinct objective. The 'system' consists of a period of planning followed by a period of 'doing', and this system is repeated at every level of detail. These two 'periods' are the genesis of the project life cycle. Project management is the process of managing the project process.

[D03426]

Project

A one-time effort to accomplish an explicit objective by a specific time. Each project is unique although similar projects may exist. Like the individual activity, the project has a distinguishable start and finish and a time frame for completion. Each activity in the project will be monitored and controlled to determine its impact on other activities and

projects. [D03604]

Project

A temporary management environment which is created in order to achieve a particular business objective through the control and co-ordination of logistical and technical resources. [D03909]

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Project Accountant — to — Project Cost

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Term	Definition (links in blue; ✓ signifies Editor's Choice)

The person responsible for [project cost accounting services](#) to the [project](#)
Duties typically include:

- [Maintenance](#) of project ledgers (usually electronic) showing [WBS budget line items commitments](#), [expenditures](#) and [forecasts](#).
- Ensuring the integrity of the

project budget
through approved
scope changes,
fiscal changes,
and contingency
reallocations.

- Verification of invoices and their correct holdback coding and WBS allocation.
- Verification of overhead charges and their distribution.
- Issuing monthly project cost reports that

Accountant

include forecast
final costs and
variances based
on project team
input.

- Flagging significant projected overruns or underruns.
- Ensuring final payments of hold back on all contracts and closing of accounts upon project completion.

- Transfer of project expenditures from project financing to the organization's fixed asset records. The Project Accountant is often a member of the corporate controller's department assigned to the project team.

Project Accounting

The process of identifying, measuring recording and communicating actual project cost data.

[D01354]

Project Administration

Routines established to control and follow up a project. [D01355]

Project Appraisal

The discipline of calculating the viability of a project.

[D01356]

Project Appraisal

✓ The discipline of calculating the viability of a project. Project viability is normally determined in largely economic or financial terms. However, it is normally extended to include issues such as environment appraisal and certainty of performance. [D03910]

Owner, sponsor, or

Project Approval

senior [management authorization](#) for a [project](#) to proceed, typically through the next [logical phase](#) only. A major [milestone](#) or [event](#) in the [project life cycle](#).
[D03191]

A three-member [team](#) comprised of the [business assurance coordinator](#), the [technical assurance coordinator](#) and the [user assurance](#)

Project Assurance Team	<u>coordinator</u> whose <u>roles</u> cross <u>stage</u> boundaries and through whom continuity of <u>project development</u> and <u>technical product</u> integrity is maintained [D01357]
	A <u>project board</u> is the body to which the <u>Project Manager</u> is <u>accountable</u> for achieving the <u>project objectives</u> . The <u>project Board</u> should

Project Board

be [viewed](#) to represent the [stakeholders](#). For example, on a small project the [sponsor](#) may represent the interests of the [executive](#), the [senior user](#), and the [technical authority](#), where in a large project, the Project Board may be larger than the three or four usual members. [D01358]

Project Board

See [Project Steering Committee](#) [D03745]

Project Boundary

The boundary of a project which is defined to indicate how the project interacts both with other projects and non-project activity both in and outside of the organization.

[D01359]

Project Boundary

✓ A boundary that defines how the project interacts with other projects and non-project activity

both within and outside the [organization](#). [D03911]

Project Breakdown Structure

See [Work Breakdown Structure](#). [D01360]

A [document](#) submitted with a [capital appropriation request](#) for the [implementation](#) of a [project](#). A good [project](#) brief should include at a minimum:

- An introduction or executive summary
- A general statement of business aims and objectives associated with the project
- A statement of project scope
- The economic and technical approach adopted
- Justification, alternatives, areas of uncertainty and

Project Brief

- risk
- Regulatory approvals and requirements
- Preliminary design sketches, block diagrams, standards
- project Master Schedule
- Procurement Plan
- project estimate and proposed capital appropriation request
- Other resources required from the

sponsoring
organization e.g.
land, space, staff
etc.

- Financial
statement and
economic
projections
- Cash flow
projection
- Quality, schedule
and cost controls
- project team
organization

[D01361]

Project Brief

✓ A major [document](#) typically prepared as the basis for an [executive management go/no-go decision](#) at an [executive control point](#). Following a go [decision](#), the [document](#) becomes the [baseline](#) or [control](#) basis for the [project control cycle](#).
[D01362]

Project Brief

A statement of reference terms for a [project](#). [D01363]

Project Brief

See [Project Plan](#). See also [Project Charter](#). [D01364]

Project Brief

A statement of the terms of reference for a [project](#), initially provided by the [steering committee](#) and subsequently refined by the [project board](#) to form [part](#) of the [project initiation document](#). [D03912]

 The amount and

Project Budget

distribution of money allocated to a [project](#).
[D01365]

Project Budget

The [authorized capital appropriation](#) of funds generally [based](#) on the [estimate](#) contained in the accepted [project brief released](#) for the [implementation phase](#) of the [project](#). [D01366]

The [management](#) of the business [baseline](#) of the [project](#) including

Project Business Management

[contracting](#),
[subcontracting](#),
[planning](#), [scheduling](#),
[budgeting](#), [data](#)
[management](#), [human](#)
[resources](#), [legal](#), etc.
[D04193]

Project Calendar

The [base calendar](#)
used by a [project](#).
[D01367]

Project Calendar

✓ A [calendar](#) that
defines global [project](#)
[working](#) and non-
[working](#) [periods](#).
[D01368]

Project Cancellation

Point at which a [decision](#) is made to discontinue the [project](#) and disband its [organization](#). [D01369]

Project Champion

A senior [manager](#) who is above the [project manager](#) who gains [support](#) and [resources](#) for the [project](#). [D01370]

Project

✓ The person who espouses the [project](#) and secures for it

Champion

necessary [support](#) and [resources](#). See also [Project Sponsor](#).

[D03746]

Project Champion

A senior [manager](#) at a level higher than the [project manager](#), and who gains [support](#) and [resources](#) for the [project](#). [D03913]

An [approved change](#) to [project work content caused](#) by a [scope of work change](#) or a special

Project Change

circumstance on the [project](#) (weather, strikes, etc.). See also [project cost changes](#).
[D01371]

Project Change Control Board

A [board](#) established for [approval](#) of [changes](#) to the [technical](#), [operations](#), [schedule](#), or [cost baseline](#) for the [project](#). [D04194]

Project Charter

See [Project Brief](#)
[D01372]

Project Charter

See [Project Plan](#).
[D01373]

Project Charter

A [document issued](#) by senior [management](#) that provides the [project manager](#) with the [authority](#) to apply [organizational resources](#) to [project activities](#). [D01374]

A [document](#) consisting of a [mission statement](#) including background,

Project Charter

purpose, and benefits,
a goal, objectives,
scope, assumptions
and constraints. A
project charter clearly
documents project
definition in order to
bring a project team
into necessary
agreement. [D01375]

Project Charter

✓ A formal document
providing authority to
a project manager to
conduct a project
within scope, quality,
time and cost and

resource constraints as
laid down in the
document. [D02283]

Project Close-Out

✓ The full completion
of a project signed off
by all responsible
parties and the
finalization of all
paperwork.
Contractually
concluded by a
consultant's total
performance
Certificate. [D01376]

Project Close-Out

A [process](#) that provides for [acceptance](#) of the [project](#) by the [project sponsor](#), [completion](#) of various [project records](#), final [revision](#) and [issue](#) of [documentation](#) to reflect the "as-built" condition and the [retention](#) of essential [project documentation](#). See [project life cycle](#).
[D01378]

The [estimated](#) extra [costs](#) (both [capital](#) and

Project Close-Out and Start-Up Costs

operating) that are incurred during the period from the completion of project implementation to the beginning of normal revenue earnings on operations. [D01377]

Project Closure

The formal end of a project. It requires the project board's approval. [D01379]

✓ The formal end of

Project Closure

the [project](#) that requires [project board approval](#), and that is normally given at the [project closure control point](#). [D03914]

Project Code

A set of symbols assigned to a set of [cost classes](#) or subdivisions of the [scope of work](#) in a [project](#). The [project Code](#) reflects a [systematic](#) (or hierarchic) subdivision of [scope](#) i.e. its [work breakdown](#)

structure. [D01380]

Project Communications Management

A subset of project management that includes communications planning, information planning, information distribution, performance reporting and administrative closure in an effort to correctly disseminate project information.
[D01381]

A plan which may

Project Communications Plan

[range](#) from a [formal Contact/Responsibility Chart](#) with detailed [instructions](#) on a large [project](#), to an [informal](#) list of contact names, telephone numbers and [schedule](#) of [meetings](#) on a small one. [D01382]

Project Completion

The point at which the [results](#) are handed over to the [client](#), and the [project group](#) disbanded. [D01383]

Project Complexity

The extent to which a [project](#), or one of its [components](#), involves a large number of [parts](#), and/or a large number of people, to be coordinated and/or [interfaced](#). In [project management](#), [project complexity](#) is typically a reflection of the number of [work packages](#) involved and the number of different people required to carry them out.

Editor's Note: The degree of project

complexity may well have a bearing on the most appropriate style of management to be applied in the conduct of the project. [D00260]

**Project Concept
Documentation**

A concise gathering of the latest key project information prepared at the end of the Concept Phase and presented for approval to proceed to the next phase of project

[Definition](#). It incorporates the first stage of [project Scope Definition](#). See also [Project Vision Statement](#). [D01385]

Project Configuration Control Board

See [Project Change Control Board](#). [D04195]

Project Context

The background or environment in which the [project](#) is conducted. Also, the background that

justifies the [project](#) in the first place. [D03192]

Project Control

✓ A [project management](#) function that involves comparing [actual performance](#) with [planned performance](#) and taking [corrective action](#) (or [directing](#) or [motivating](#) others to do so) to yield the desired [outcome](#) when significant [differences](#) exist. See also [commitment](#). [D00365]

Project Control

Controlling a project's time, resources, quality, etc. [D01386]

Project Control Cycle

The sequence of activities which are used to steer the project towards conformance with project requirements for see control. [D01387]

Any of the cost types(appropriation,

commitment,
expenditure or
Estimate to Complete)
associated with the
total scope of work in
a project, i.e. the sum
of all cost classes
forming the project.
The project Cost
should comprise all
of:

1. The cost of all
work in the
planning phases
of the project
2. The cost of all
work in the

Project Cost

implementation
phases of the
project

3. Owner's
management and
overhead costs
during the
implementation
phase (e.g.
Consultant
Services,
Corporate
Overheads,
Reserve for
scope Changes,
Land, Financing,
etc.)

	See also construction cost . [D01388]
Project Cost	The costs required for project implementation . [D01389]
Project Cost	✓ The actual costs of the entire project . [D01390]

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Project Cost Accounting System — to — Project Investment Cost

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	Definition (links in	
--	-----------------------------	--

Term

blue; ✓ signifies
Editor's Choice)

So

**Project Cost
Accounting
System**

A cost accounting system that accumulates actual costs for projects in such a way that total costs for all work in an organization can be allocated to the appropriate projects, normally providing monthly cost summaries; also used in cost

[SP1
9]

planning to
summarize the
detailed task cost
estimates. [D01391]

The changes to a
project and the
initiating of the
preparation of
detail estimates to
determine the
impact on project
costs and schedule.
These changes
must then be
communicated
clearly (both

**Project Cost
Changes**

[PM

written and verbally) to all participants that approval/rejection of the project changes have been obtained (especially those which change the original project intent) [D01392]

A subset of project management that includes resource planning, cost estimating, cost

Project Cost Management

control and cost budgeting in an effort to complete the project within its approved budget. [D01393]

WS

✓ The process of placing responsibility on the designers and implementers to perform within their previously established budgets. Project

Project Cost Management

costs are then collected and reported in a way that Actuals to Budget can be compared, and sound management and technical decisions can be made on the Project. Two simple but essential principles of the process must be clearly understood:

[PM]

1. there must be

a basis for
comparison,
and

2. only future
costs can be
controlled.

[D01394]

Project Cost Systems

The establishment
of a project cost
accounting system
of ledgers, asset
records, liabilities,
write-offs, taxes,
depreciation
expense, raw
materials, pre-paid

[PM]

expenses, salaries,
etc. [D01395]

Project Cost Target

The sum of the
individual project
task cost targets
plus any non-task
cost targets. [D03784]

[SU]

Project Culture

The general
attitude toward
projects within the
business. [D01396]

[WS]

Project Culture

✓ The general attitude towards projects within the business. Most projects do not operate in isolation. They have to operate within a business environment that should be complementary to the requirements of good project management. [D03915]

[PN]

Project Data

A summary of the

Document
("PDD")

[project plan](#) for the
business office.
[D01397]

[WS](#)

Project Data
Gaps

[Identification](#) of
[data](#) gaps in
available
[information](#) in
reference to a
[particular](#)
[procurement](#).
[D01398]

[PM](#)

Project Data
Review

[Review](#) of
[qualification data](#)
to determine its

[PM](#)

adequacy. [D01399]

Project Data Verification

Verification of
qualification data
to check its
accuracy. [D01400]

[PM]

Project Definition

The definition of a
project in terms of
objectives,
organization,
required resource
inputs, etc. [D01401]

[NP]

✓ The process of

Project Definition

exploring more thoroughly all aspects of the proposed [project](#) and to explore the relations between required [performance](#), [development time](#) and [cost](#). [D03679]

[IDS](#)

The person assigned [responsibility](#) and [accountability](#) for the [project](#) during the [Concept Phase](#)

Project Developer

and is given the necessary [authority](#) to undertake that [responsibility](#). The [project](#) developer [reports](#) to the [project sponsor](#).

[D01402]

[IPM](#)

The sum of the [contingencies](#) [estimated](#) for [individual tasks](#).

These [contingencies](#) represent the [project manager's](#)

Project Direct Cost Contingency

views of the
uncertainty of the
costs of the tasks
resulting from
anticipated issues
which cannot be
reasonably
estimated.

Editor's Note:

*Without the
application of
probability, there
is a danger that
this type of
contingency
aggregation will
lead to an
excessive*

contingency value.

[D03785]



1. The manager of a very large project that demands senior level responsibility.
2. The person at the board level in an organization who has the overall responsibility

**Project
Director**

[PD.

for managing projects.

3. The owner's representative who provides overall direction to the project manager.

[D01403]

1. The manager of a very large project that demands a senior level of

Project Director

- responsibility.
2. A person at board level within an organization who has overall responsibility for projects and their management.

[PN]

Editor's Note: In North America, the senior person responsible for the collective

management of projects is typically at the vice president level. [D03917]

Project Directory

A file containing a record for each project maintained by the system.
[D01404]

[WS]

Project Documentation

Description of the results of the project. [D01405]

[NP]

Project Duration

The [elapsed time](#) from [project](#) start date through to [project finish date](#).

[D01406]

[\[PM\]](#)

Project Engineer

A title that usually indicates that a person who is responsible for a significant [technical role](#) on the [project](#) has also been given the '[part time](#)' [role](#) of [project manager](#).

[D03918]

[\[PN\]](#)

Project Environment

See also
Environment.
[D01407]

Project Environment

Surroundings,
[conditions](#),
circumstances, and [NP](#)
[influences](#) [affecting](#)
a [project](#). [D01408]

Project

The [context](#) within
which the [project](#)
is formulated,
assessed and
realized. This

[WS](#)

Environment

includes all external factors that have an impact on the project.

[D01409]

✓ The internal and external environments in which the project is conducted. It may encompass political, ecological (often termed environmental), economic,

Project Environment

technological,
regulatory,
organizational, etc.

These
environments, or
contexts, shape the
issues that face
project
management and
may assist or
restrict the
attainment of the
project objective.

[D03747]

[CR]

The context within
which the project

Project Environment

is formulated, assessed and realized. It covers the [external influences](#) that are brought to bear on a [project](#) including geophysical, ecological, [social](#), cultural, political, economic and aesthetics. [D03919]

[\[PN\]](#)

✓ A [documented review](#) of the [project's performance](#),

Project Evaluation

produced at [project closure](#). It ensures that the [experience](#) of the [project](#) is [recorded](#) for the benefit of others. [D01410]

Project Evaluation

[Checking](#) how effectively the [project](#) has been conducted and the group has functioned. [D01411]

An [appraisal](#) of the

Project Evaluation

[progress](#) and [performance](#) of a job compared to what was originally [planned](#). [D02335]

[\[PPS
p20\]](#)

Project Evaluation Review

See [Project Evaluation](#). [D03920]

Project Execution Plan

The detailed [plan](#) for carrying out the [project](#) through its [implementation phase](#). [D03193]

[\[PD\]](#)

**Project
Expenditure**

See [Expenditure](#)
[D00652]

Project File

A [file](#) containing the overall [plans](#) of a [project](#) and any [WS](#) other important [documents](#). [D01412]

Project File

✓ A [record](#) of [project data/documents](#). [D01413] [NP](#)

Project Financing

Provision of capital for a project. [D01414]

[NP]

Project Finish Date/Schedule

The latest schedule calendar finish date of all activities on the project derived from network or resource allocation process calculations. [D01415]

[PM]

Checking of project

Project Follow Up

[performance](#) in terms of [time resources](#), and/or [quality](#). (Syn: [Project Control](#).)
[D01416]

[\[NP\]](#)

Project Goal

Specified desired [milestone](#) result.
(See [Project Objective](#).) [D01417]

[\[NP\]](#)

Project Goods

Equipment and/or [material](#)s needed to implement a [project](#). [D01418]

[\[PM\]](#)

Project Group

Group of people assigned to carry out the project work or a defined part thereof. [D01419]

[NP]

Project Hand Over

The acceptance of the facility by the facility operators for occupancy and training even though construction may not be fully completed. [D01420]

[CC]

Project Implementation Plan

A formal document to be approved as part of an AFE submission for the implementation and commissioning, start-up & completion phases of the project. It describes the complete course of action contemplated, including assumptions, organization, stakeholder communication,

milestone
schedule, quality
and safety
provisions, critical
success indicators,
etc. The project
implementation
plan establishes the
project's
baseline by
which project
management will
direct the project.
[D01421]

Identification and
listing of various

Project Information Sources

available [sources](#), internal as well as [external](#), to provide relevant [information](#) on [specific procurements](#).

[D01422]

[IPM](#)

Project Initiation

The beginning of a [project](#) at which point [certain management](#) activities are required to ensure that the [project](#) is established with

[IWS](#)

clear reference
terms and
substantial
[management
structure](#). [D01423]

**Project
Initiation
Document**

A [document
approved](#) by the
[project board](#) at
[project initiation](#)
that defines the
terms of reference
for the [project](#).
[D01424]

[\[WS](#)

A [control gate](#) at

Project Initiation Review

which the provider executive management reviews, approves, and commits the company to the provider's project plan and approves the project start. The PIR is the forum for executive management to constructively challenge the readiness of the provider project manager and project team to

initiate the [project effort](#) and successfully meet the project [requirements](#).

[D01425]

Project Initiator

The person who has the [authority](#), and provides the justification, to start [action](#) on a [project](#). [D03787]

[\[SU\]](#)

The bringing together of diverse

Project Integration

organizations, groups or parts to form a cohesive whole to successfully achieve project objectives. [D01426]

[PM

Project

The activity of establishing and assembling all the cost elements (capital and operating) of a project as defined by an agreed scope of work. The

Investment Cost

[estimate](#) attempts to predict the final [financial outcome](#) of a future [investment program](#) even though all the [parameters](#) of the [project](#) are not yet fully defined.

[D01427]

[IPM](#)

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Project Issues Report — to — Project Manager

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Project Issues Report

A [report](#) which raises [issu](#) on any aspect of the [proje](#) whether [technical](#) or [managerial](#). [D03916]

Project Launch

The activities surrounding the [communication](#) of [proj](#) [scope](#) [D02236]

Project Leader

The person who [leads](#) the [project management process](#) and facilitates the [team process](#). [D02202]

[Leadership](#) in the [context](#)

Project Leadership

a project, e.g. leading with focus on the project's goal and objectives and the effectiveness and efficiency of the process. [D03194]

Project Life Cycle

A collection of project phases whose name and number are determined by the control needs of the organization or organization involved in the project. [D01428]

The complete set of time periods through which a project passes sequentially

in a logical and orderly manner. In its simplest form the life cycle consists of four major periods:

1. Concept (where the project concept as a need solution is selected and defined)
2. Development or Definition (where the concept is verified and developed into a workable plan for implementation)
3. Implementation (where the implementation plan is carried out); and

Project Life Cycle

4. Close-out (where the project process is completed and documented, and the finished product is transferred to the care and custody and control of the owner.)

Progress through the project life cycle is identified by milestones, but these milestones should be separated by Control Gates or Executive Control Points

[D01429]

Project Life Cycle

The four sequential [phase](#) in [time](#) through which any [project](#) passes, namely: [Concept](#); [Definition](#) (or [Development](#)); Execution ([Implementation](#) or [Operation](#)); [Finishing](#) ([Termination](#) or [Close Out](#)). Note that these [phases](#) may be further broken down in [stages](#) depending on the [nature of project application](#). [D01431]

Project Life Cycle

The [period](#) from [project initiation](#) to [completion](#). [D01431]

Project Life Cycle

The events, from beginning to end, necessary to complete a project. [D01434]

Project Life Cycle

While there are many different versions of the Project Life Cycle, all essentially contain the steps of germination of the idea proposal and initiation, design and appraisal, mobilization of the team, execution and control, integration of the team and their work, testing, commissioning and handover of the project's product and

close-out of the work. [D02

Project Life Cycle

The sequence of phases through which the project will evolve. It is absolute fundamental to the management of projects, and is the only thing that uniquely distinguishes projects from non-projects. It will significantly affect how the project is structured. The basic life cycle follows a common generic sequence Opportunity, Design & Development, Production Hand-over, Post-Project

Evaluation. The exact wording varies between industries and organization. There should be evaluative and approval points between phases often termed 'gates' [D03748]

✓ The four sequential major time periods through which any project passes, namely

1. Concept
2. Definition
3. Execution
(implementation or development)
4. Finishing

Project Life

**Cycle,
generic**

([commissioning](#) or [close out](#)).

Each [period](#) may be identified as a [Phase](#) and further broken down into [stages](#) that typically reflect the [area of project management application](#) and the size and [complexity](#) of the [specific project](#). [D01432]

**Project Life
Cycle,
Phases and
Stages**

The division of the [time](#) required to accomplish a [project](#) into sequential [time periods](#). [D01433]

**Project
Location**

The [site](#) on which, or at which, the [work](#) of the [project](#) takes place. [D03195]

**Project
Logic**

The [relationships](#) between the various activities in a [project](#). [D01435]

**Project
Logic
Drawing**

A representation of the [logical relationships](#) of a [project](#). [D01436]

A person charged with total [responsibility](#) for creating viable [project](#), including

Project Maker

public relations, political, economical, technical, etc (Archaic: A person that repeatedly proposes unnecessary or impossible projects.) [D01437]

Project Management

An approach used to manage work within constraints of time, cost and performance targets. [D01438]

May be informally defined as "The art of directing and coordinating human and material resources to

Project Management

achieve stated [objectives](#) within limits of [time](#), [budget](#) and [stakeholder's satisfaction](#)." Or more formally defined as "The [application](#) of modern [management techniques](#) and [systems](#) to the execution of [project](#) from [start to finish](#) to achieve predetermined [objectives](#) of [scope](#), [quality](#), [time](#) and [cost](#), to the equal [satisfaction](#) of those involved. See also [management](#). [D01439]

Project Management

The combination of [system techniques](#), and people required to [complete](#) a [project](#) within established [goals](#) of [time](#), [budget](#), and [quality](#). [D01440]

Project Management

The [process](#) of [directing](#) & coordinating human and [material resources](#) throughout the [project life cycle](#) using modern [management techniques](#) to achieve established [objectives](#) of [scope](#), [quality](#), [time](#), [cost](#) and [stakeholder satisfaction](#). [D01441]

Project Management

The application of knowledge, skills, tools, & techniques to project activities in order to meet or exceed stakeholder needs and expectations. [D01442]

Project Management

The art of directing and coordinating human and material resources throughout the life of a project by using modern management techniques to achieve predetermined

objectives of scope, quality, time, cost, and participant satisfaction, [D01443]

Project Management ("PM")

✓ The art and science of managing a project from inception to closure as evidenced by successful product delivery and transfer.

Editor's Note: See also Change. [D01444]

Project Management

The process of reducing project risk and uncertainty to achieve development

objectives. [D02620]

Project Management

The planning, scheduling, and controlling of project activities to achieve performance, cost, and time objectives, for a given scope of work, while using resources efficiently and effectively, [D03618]

The discipline of managing projects successfully. Project management can and should be applied throughout the project lifecycle, from

Project Management

the earliest stages of conc
definition into operations
maintenance. It comprises
the management of all that
involved in achieving the
project objectives safely ;
within agreed time, cost,
technical, quality and other
performance criteria. Proj
management provides the
"single point of integrative
responsibility" needed to
ensure that everything on t
project is managed
effectively to ensure a
successful project
deliverable. [D03750]

**Project
Management
Body of
Knowledge
("PMBoK")**

✓ An inclusive term that describes the sum of knowledge within the profession of project management. As with other professions such as law and medicine, the body of knowledge rests with the practitioners and academicians that apply and advance it.
[D01445]

**Project
Management
Body of**

All subject areas covered sufficient depth to understand and apply sound project management principles and practices necessary for the successful

Knowledge

planning and
accomplishment of projec
[D01446]

**Project
Management
Body of
Knowledge**

All those topics, subject
areas and intellectual
processes which are
involved in the applicatio
of sound management
principles to the collectiv
execution of any type of
effort which qualify as
projects. [D01447]

An interactive group of 10
management responsibilit

Project Management Elements

applied to all phases of the Project Cycle by all organizations participating in the project to accomplish the project objectives. The ten elements are:

1. Project Requirement
2. Organizational Optic
3. Project Team.
4. Project Planning.
5. Opportunities and Risks.
6. Project Control.
7. Project Visibility.
8. Project Status.
9. Corrective Action.
10. Project Leadership.

[D04196]

**Project
Management
Information
System**

✓ The gathering, recordin
filtering and disseminatio
of pertinent information fo
members of a project team

[D01448]

**Project
Management
Information
System
("PMIS")**

A system used to chart
activities and data and use
to track progress and
information flow in a proj
that is most frequently
computerized, but not
always. [D01449]

**Project
Management
Institute, Inc
("PMIÆ")**

An American [non-profit organization](#) dedicated to advancing the [state-of-the art](#) in the profession of [project management](#).

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The harmonizing of the four core [project management](#) functions of [scope](#), [quality](#), [time](#), and [cost](#).

Project Management Integration

time and cost, through the four facilitating functions risk, human resources, contract/procurement and information/communication for purposes of satisfying project's stakeholders. Scope and quality reflect technical requirements of project. [D01451]

Project Management Manual

A set of instructions for organizing and managing a specific project. [D01453]

The group of technical,

**Project
Management
Office
("PMO")**

business and management personnel assigned full time to a program or project in support of the Program/Project Manager. The group may include personnel from participating organizations. [D03653]

A baseline tool used as a reference for managing the project. It is the most important document in the overall planning, monitoring and implementation of a project and should be 'owned' by the project

Project Management Plan

manager and his/her team.
The plan should include:

- A definition of overall objectives, statement on how these should be achieved (and verification)
- Estimates of the time required
- The budget
- Quality policy
- Safety, health and environmental policies and
- The risk management strategy.
- Other items of a technical, commercial

organizational,
personnel or control
nature might also be
included.

The Project Management Plan establishes project management's interpretation of the why, what, how, where, how much, and when of the project. [D03749]

Project cycle, phases, and activities that are managed by the techniques and tools of the ten project management elements to

Project Management Process

ensure that all [project control gates](#) are [complete](#) satisfactorily and that [project objectives](#) are accomplished. The [formal](#) of [application](#) is tailored to the type of [project](#) and [value](#) and [risk](#) of the project.

[D04197]

Project Management Professional ("PMPÆ")

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registered service mark of the [Project Management Institute, Inc.](#)" [D01454]

Project Management Software

✓ A class of [computer applications specifically designed](#) to aid with [planning](#) and [controlling project costs](#) and [schedule](#) [D01455]

Project Management Software

A [computer application designed](#) to help with [planning](#) and [controlling resources](#), [costs](#) and [schedules](#) of a [project](#). [D01456]

**Project
Management
Team**

Members of the [project te](#) who are directly involved its [management](#). [D01457]

**Project
Management
Team**

The members of the [proje](#)
[team](#) who are directly
involved in [project](#)
[management](#) activities. Or
some smaller [projects](#), the
[project management team](#)
may include virtually all c
the [project team members](#)
[D01458]

Project

Person responsible to the

Manager
("PM")

client for the project work
[D01459]

**Project
Manager**
("PM")

The individual appointed with responsibility for project management of the project. [D01460]

**Project
Manager**
("PM")

The person assigned responsibility and accountability for the proj and is given the necessary authority to undertake that responsibility. The project manager reports to the project Sponsor. [D01461]

**Project
Manager**
("PM")

The Project Manager is the individual responsible for the day-to-day management of the project. [D01462]

**Project
Manager**
("PM")

The individual responsible for managing a project.
[D01463]

**Project
Manager**
("PM")

✓ The person who heads the project team and is assigned the authority and responsibility for conduct the project and meeting

project objectives through project management. [D0146]

Project Manager

The person responsible for delivering the project in the agreed schedule, to the correct technical specification, i.e. defined to meet user requirements, and within the approved budget and other specified criteria e.g. Key Performance Indicators. [D03751]

Project

A non-technical role to take day-to-day responsibility

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Project Manual — to — Project Responsibility

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	So
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Project Manual

See [Project Policies/Procedures](#).
[D01465]

Project Matrix

An [organization](#) matrix that is [project based](#) in which the functional [structures](#) are duplicated in each [project](#). [D01466]

[\[W\]](#)

Project Milestone

An important or key [event](#) in the [project plan](#). See [Milestone](#).
[D01467]

[\[CF 176\]](#)

Project Mission Statement

A summary of the overall goal and purpose of the project, identifying the client and outlining the general approach to be followed in doing the work. [D02324]

[PP
p36

Project Network Diagram

✓ Any schematic display of the logical relationships of project activities. Always drawn from left to right to reflect

[PN

project chronology.
Often incorrectly
referred to as a
"PERT chart." [D01468]

Project Network Diagram

Drawn from left to
right to show project
chronology, a Project
Network Diagram
displays the logical
relationships
between project
activities. [D01469]

[W]

Project

✓ Required total
result or effect of a

[NI]

Objective

project. (See Project Goal.) [D01470]

Project Objectives

Project scope
expressed in terms of
outputs, required
resources and timing.
[D01471]

[PN

A designated location
where the
administrative work
of the project is
conducted and the
project management
skills (resources)

Project Office

such as [cost accounting](#), [estimating](#), [scheduling](#), [public relations](#), etc. are retained. Usually only economically possible on large [projects](#). On smaller projects, lesser [resources](#) are sometimes included in a '[War Room](#)'.

[D03196]

[PE]

Project

A temporary [organization](#) created

[NF]

Organization	for the purpose of carrying through a project . [D01472]	
---------------------	--	--

Project Organization	The form of organization in which all or nearly all the people working on a project report to the project manager . [D01473]	[SP 9]
-----------------------------	--	------------------------

Project Organization	✓ The orderly structuring of project participants . [D01474]	[PM]
-----------------------------	--	----------------------

Project Organization

The way the organization is configured structurally. The type of organization in which, and by which, a project is managed should be appropriate to the project's Key Performance Indicators and Critical Success Factors. The form of organization will strongly influence the way project management is to be

applied. [D03752]

Project Organization

The [structure](#), [roles](#) and responsibilities of the [project team](#) and its [interfaces](#) to the outside world.
[D03922]

[\[PN\]](#)

Typically [organizations](#) who have a predisposition to use [projects](#) as their [corporate](#) business [approach](#), or are otherwise heavily

Project Oriented

involved on [project work](#), or to [individuals](#) who are familiar with [project management tools](#) and [techniques](#) and are comfortable with their use. [D03197]

[\[PE\]](#)

Project Output

Quantified result of a [project](#). [D01475]

[\[NF\]](#)

Project

Those members of a [project team](#) employed directly by

[\[PN\]](#)

Personnel

the [organization](#) responsible for a [project](#). [D01476]

Project Phase

A collection of [logically related project](#) activities, usually culminating in the [completion](#) of a major [deliverable](#). [D01477]

Project Phase

A group of related [project](#) activities that come together with [\[W\]](#)

the completion of a deliverable. [D01478]

Project Phase

Part of project work limited in time. [D01479]

[NF]

Project Phase

✓ The division of a project time frame (or project life cycle) into the largest logical collection of related activities. [D01480]

[PN]

A document for

Project Plan

management purposes that gives the basics of a project in terms of its objectives, justification, and how the objectives are to be achieved. This document is used as a record of decisions and a means of communication among stakeholders.
[D01481]

[W

A formal, approved document used to guide both project execution and project

Project Plan

control. The primary uses of the project plan are to document planning assumptions and decisions, to facilitate communication among stakeholders, and to document approved scope, cost, and schedule baselines. [D01482]

[PM

The entire plan for a project, consisting of the work breakdown structure, network

Project Plan

diagram, and task budgets, but sometimes taken to mean only the network diagram.

[D01483]

[SP
2]

✓ A management summary document that gives the essentials of a project in terms of its objectives, justification, and how the objectives are to be achieved. It should describe how all the major

Project Plan

activities under each [project management](#) function are to be accomplished, including that of [overall project control](#). The [project plan](#) will evolve through successive [stages](#) of the [project life cycle](#). Prior to project [implementation](#), for example, it maybe referred to as a [Project Brief](#). See also [Baseline](#), [Baseline Concept](#) and

Project Charter.

[D01484]

Project Plan

The overall plan for accomplishing the project. Includes Study Period Plan, Acquisition Plan, Source Selection Plan, System Engineering Management Plan, Implementation Plan, Verification and Validation Plan, Deployment Plan, Operations Plan, etc.

[D04198]

ICS

Project Plan Development

The process of putting the results of other planning processes into a consistent document.
[D01485]

[W]

Project Plan Execution

The act of carrying out activities as stated in the project plan. [D01486]

[W]

✓ Developing the basis for managing

Project Planning

the [project](#), including the [planning objectives](#), [procedure](#), [organization](#), routines, [finance](#) and [chain](#) of activities.

[D01487]

[NF]

Project Planning

The [development](#) and [maintenance](#) of the [project plan](#). [D01488]

[PA]

The [identification](#) of the [project objectives](#) and the ordered

Project Planning

activity necessary to complete the project. The identification of resource types and quantities required to carry out each activity or task.
[D01489]

[PM]

Project Policies

General guidelines/formalized methodologies on how a project will be managed. [D01490]

[PM]

Project

The constituent

Portfolio

projects within a
programme. [D03923]

[PN

**Project
Portfolio Plan**

✓ A plan within the
program definition
statement that defines
a schedule of work
that includes the
timing, resourcing
and control for the
programs projects.
[D01491]

[W

A plan contained
within the programme
definition statement
which sets out a

**Project
Portfolio Plan**

schedule of work,
covering the timing,
resourcing and
control, for the
programme's
projects. [D03924]

[PN

**Project Pre-
Selection
Meetings**

Meetings held to
supplement and/or
verify qualifications,
data and
specifications. [D01492]

[PN

The order of
importance between
adding more scope

Project Priorities

than required, completing the [project](#) earlier than the deadlines, or coming in under the [budget](#) limits. [D02203]

[\[PM\]](#)

Project Priority Class

A [system designed](#) to aid [management](#) in selecting from competing [projects](#) under [conditions](#) of limited [resources](#). [D01493]

[\[PM\]](#)

A situation in which

Project Problem

it appears that:

1. A project objective (i.e. scope, quality, time or cost target) cannot be achieved, or
2. The probability of achieving a project's objective(s) has decreased significantly.

[D03788]

The methods,

Project Procedures

practices and policies (both written and verbal communications) that will be used during the project life.

[D01494]

[PM]

Project Processes

Those processes that collectively form project management's tools and techniques and the use of which enable project success. [D03198]

[PL]

A subset of project

**Project
Procurement
Management**

management that includes procurement planning, solicitation and solicitation planning, source selection, contract administration and contract close-out in an effort to obtain goods and services from outside organizations. [D01495]

[W]

**Project
Procurement
Strategy**

The relationship of specific procurement actions to the operating

[PA]

environment of the
[project](#). [D01496]

**Project
Products List**
("PPL")

A summary of all
[deliverable](#) and non-
[deliverable](#) versions
and quantities of all
[hardware](#), [software](#),
[support](#) equipment,
tooling, [support](#)
[services](#), and
[documentation](#). The
PPL is the [baseline](#)
for [Work Breakdown](#)
[Structure](#)
[development](#) and for
[planning](#), [budgeting](#),

[ICS](#)

and [scheduling](#).

[D04199]

**Project
Products List
Fact Sheets**

A narrative description of each entry of the [project products list](#). The narrative should be [written](#) by the most [knowledgeable expert](#) and should include sufficient [information](#) to facilitate [planning](#), [estimating](#), and [scheduling](#). [D04200]

[ICS](#)

Project Quality Management

A subset of [project management](#) that includes [quality planning](#), [quality assurance](#) and [quality control](#) in an [effort](#) to satisfy the [needs](#) and [purpose](#) of the [project](#). [D01497] [\[W\]](#)

Project Records Management

The [system](#) and [procedures](#) established by the [Company](#) for the consistent and effective storage and retrieval of all [\[P\]](#)

project information
for the efficient use
by the project
manager and his/her
project Team. [D01498]

Project Reporting

A planning activity
involved with the
development and
issuance of (internal)
TIME management
analysis reports and
(external) progress
reports. [D01499] [PN]

A top-level

Project Resource Plan	management resource plan produced at the beginning of the project . It covers all products within the project boundary . [D03925]	[PN 176]
Project Responsibility	A table to help define task s. [D01500]	[CF 176]

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Project Review — to — Project Termination

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Term	Definition (links in blue; ✓ signifies Editor's Choice)
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Project Review

An [evaluation](#) of current [project results](#) or [procedures](#). [D01501]

Project Risk

The cumulative effect of the chances of uncertain occurrences which will adversely [affect project objectives](#). It is the degree of exposure to negative [events](#) and their probable [consequences](#).

Project risk is characterized by three factors: risk event, risk probability and the amount at stake.

[D01502]

Project Risk Analysis

Analysis of the consequences and probabilities that certain undesirable events will occur and their impact on attaining the contract/procurement objectives. [D01503]

Project Risk Characterization

Identifying the potential [external](#) or internal [risks](#) associated with [procurement actions](#) using [estimates](#) of [probability of occurrence](#). [D01504]

Project Risk Management

A subset of [project management](#) that includes [risk identification](#), [risk quantification](#), [risk response development](#) and

risk response control
in an effort to
identify, analyze and
respond to project
risks. [D01505]

Project Risk Management

The application of
art and science (I.e.
judgment, techniques
and tools) to
recognizing and
alleviating risk
events throughout the
project life cycle in
a way that is in the
best interests of the
project's objectives.

Project Risk Management

✓ The process of identification, assessment, allocation, and management of all project risks. Project risk management recognizes a formal approach to the process as opposed to an intuitive approach. Risks are present in all projects, whatever their size or complexity and

whatever [industry](#) or business [sector](#).

[D03753]

Project Risks

A term used to refer to a broad [complex](#) of sometimes interrelated [project events](#) detrimental to [project success](#). The [likelihood](#) of such [events](#) is difficult if not impossible to [forecast](#) with any degree of [certainty](#).

[D01506]

Project Risks

✓ Those factors that may cause a failure to meet the project's objectives. Risks may also be associated with opportunities. Risk is the product of the probability of an event occurring times its impact if it did. Risks exist as a consequence of uncertainty. [D03754]

Planned dates for starting and

Project Schedule	completing activities and milestones . [D01507]
-------------------------	--

Project Schedules	Time lines for the project in one or more of the following forms: milestone , deliverables , activity , Gantt . [D02204]
--------------------------	---

	The extent and contents of a project . Also the goals of a
--	--

Project Scope

project. (Syn: Scope of Work.)

Editor's Note: The editor disagrees.

The Scope of Work is the extent of work required to produce the project's deliverables and is related to but not synonymous with the description of those deliverables.

[D01508]

✓ A concise and accurate description

Project Scope

of the end [products](#) or [deliverables](#) to be expected from the [project](#) and that meet specified [requirements](#) as agreed between the [Project's Stakeholders](#). [D01509]

Project Scope

A subset of [project management](#) that includes [initiation](#), [scope planning](#), [scope definition](#), [scope verification](#) and [scope change](#)

Management

control in an effort to ensure that the project has all of the necessary work required to complete it. [D01510]

**Project
Segments**

Project subdivisions expressed as manageable components. [D01511]

Expertise and/or labor needed to implement a project

Project Services	not available directly from a <u>project manager's organization</u> . [D01512]
-------------------------	--

Project Sponsor	A person or group concerned with the <u>definition</u> of <u>project objectives</u> in the <u>context</u> of the <u>sponsoring organization</u> . [D01513]
------------------------	--

Project Sponsor	✓ The <u>owner</u> of the <u>project business case</u> . He/she
------------------------	---

represents the funder's interests.
[D03755]

Project Sponsor

A person concerned with defining the [project objectives](#) in the [context](#) of the [sponsoring organization](#). [D03926]

Project Sponsor,

The person or group acting as [Management](#) is representative on behalf of the

Sponsoring Team	Company as Owner or Agent of the facility , product or new service resulting from the Project . [D01514]
------------------------	---

Project Stage	A sub-set of Project Phase . [D01515]
----------------------	--

Project	A person, group or authority who is involved in or may be affected by project activities
----------------	---

Stakeholder

(i.e. has a stake in the Project) and who could act against the project if their needs are not considered.

[D01516]

Project Standard

A norm, either:

1. Adapted on a single project,
or
2. Imposed on all projects.

[D01517]

Project Start Date/Schedule

The earliest [calendar start date](#) among all activities in the [network](#). [D01518]

Project Start-up

[Activity](#) following the [decision](#) to launch [project](#) activities. Includes [planning](#), organizing and [mobilization](#) of [resources](#). [D01519]

✓ The [complex sequence](#) of activities that are

Project Start-Up

required to start the [project](#), mobilize the [team](#), initiate the [project definition process](#), obtain [agreement](#) to the [project's objectives](#) and [plan](#) to deliver them. [D02627]

Project Status

The [timely](#) comprehensive [measurement](#) of [project progress](#) against [the plan](#) to identify [variances](#) and the seriousness

of the variances if not controlled by corrective action.

[D04201]

Project Status Report

A report on the status of accomplishments and any variances to spending and schedule plans.

[D01520]

Project Strategy

A comprehensive definition of how a project will be managed. [D01521]

Project Strategy

✓ Projects should have a high level comprehensive definition of the way they are to be developed and managed. All major issues should be addressed i.e. technical, financial, organizational, time and quality as well as safety, human resources, logistics, procurement, information systems and technology.

[D03927]

Project Structure

The set of activities comprising a [project](#) and their relations. (See also [Work Breakdown Structure](#).) [D01522]

Project Success

✓ Success is achieved when a [project](#) has been [completed](#) according to all [requirements](#) and satisfies the [project's Key Success Indicators](#). [D01523]

Project Success

The [achievement](#) of [stakeholder satisfaction](#). [D01524]

[Criteria](#) that should be clearly defined and agreed before significant [development](#) is initiated. These may be defined in a number of ways such as:

- [Business](#)

Project Success Criteria

- Objectives (or goals)
- Requirements, typically technical (performance requirements)
- Critical Success Factors, typically measurable factors that, when present in the project's environment, are most conducive to

the achievement
of a successful
project

- Key
Performance
Indicators,
typically
measures upon
which the
project will be
judged

Success Criteria and
the manner of their
achievement should
be documented in the
project's strategy
plan. [D03756]

Project Success/Failure Criteria	The <u>criteria</u> by which the success or <u>failure</u> of a <u>project</u> may be assessed. [D01525]
	✓ The <u>criteria</u> upon which the relative success or <u>failure</u> of a the <u>project</u> may be judged. Three basic sets of <u>criteria</u> can be identified: 1. The <u>sponsoring organization</u>,

Project Success/Failure Criteria

- owner or user.
2. The traditional or classical project management one of on time, in budget or to specification.
3. Project profitability.

It is important to note that criteria change with time.

The fact that the original objectives were not achieved does not necessarily

mean the project was a failure. [D03928]

Project Support Office

✓ The central location of planning and project support functions that has the responsibility of managing resources across projects and maintaining planning standards. [D01526]

A resource that supports the project through the

Project Support Office

examination of project status information and the provision of project help as needed.

[D03757]

Project Support Office

Where a large number of projects are regularly undertaken it can be beneficial to concentrate the planning and project support functions in one area which has the responsibility of managing resources

across projects and maintaining [planning standards](#). [D03929]

Project Task Force

The [project personnel](#), dedicated [full time](#) to the [project](#) business.
(See [Project Team](#).)
[D01527]

Project Team

A term used to [designate](#) the [personnel working](#) on a [project](#) who [report](#) to the [project](#)

manager
administratively, not
merely for the work
on the project. [D01528]

Project Team

Group of persons
organized for the
purpose of executing
a project or part of a
project. (See also
Project Group and
Project Task Force.)
[D01529]

The central
management group of

Project Team

the [project](#). The [assembly](#) of people, considered as a group, that shares [responsibility](#) for the accomplishment of [project goals](#) and who [report](#) either [part-time](#) or [full-time](#) to the [project manager](#). [D01530]

Project Team

The [team](#) set up to execute a [project](#). [D01531]

Project Team

Those who report to the project manager.

[D01532]

Project Team

✓ The central management group headed by a project manager and responsible for the management and successful outcome of the project. [D01533]

Project Team Members

The people who report either directly or indirectly to the project manager.

Project

The forming of a group of people into a team that is to work together for the benefit of the project. It can be achieved in a formal manner by use of start-up meetings, seminars, workshops, etc. and in an informal manner by getting the team to work well together. Motivating

Teamwork

and resolving conflicts between individual members of the team are important elements of teamwork.

Cultural characteristics of the team members should be given full consideration.

Different cultures create different working needs.

[D03758]

A plan produced at

Project Technical Plan

the beginning of a [project](#) that addresses strategic [issues](#) related to [quality control](#) and [configuration management](#). [D01535]

Project Termination

Conclusion of [project](#) activities.
[D01536]

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Project Time Frame — to — Purpose

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Term	Definition (links in blue; ✓ signifies Editor's Choice)

Project Time Frame

The overall period of time that encompasses the complete project life cycle. [D03199]

Project Time Management

A subset of project management that includes activity definition, activity sequencing, activity duration estimating, schedule development and schedule control in order to complete

the [project](#) on [time](#)
[D01537]

Project Users

The persons who will [actually](#) use the [product](#) or [results](#) of a [project](#) in their [operations](#).
See also [Participants](#) and [Constituents](#).
[D03789]

Project Valuation

[Estimating](#) the [value](#) of the [project](#) for society, the [client](#), etc.

[D01538]

Project Visibility

The means by which project personnel and management become aware of project activity to facilitate timely statusing and effective corrective action.

[D04202]

The picturing of the project's deliverable as the

Project Vision

solution to the stated need or [problem](#). [D03394]

Project Vision Statement

A [written](#) description of the [Project Vision](#).
[D01384]

Project Web Site

A viable alternative to a [Communication Room](#), or [War Room](#), where the [project team](#) is geographically

dispersed. [D02487]

**Project/Programme
Methodology**

A documented process for the management of projects or programmes containing procedures, definitions of terms and roles & responsibilities.
[D03869]

The segregation of some corporate, administrative or

Projectized

commercial activities into packages of work that can then be treated like projects [D03200]

Projectized Organization

Any organizational structure in which the project manager has full authority to assign priorities and to direct the work of individuals assigned to the project. [D01539]

Proposal

A document (sometimes accompanied by models) submitted to a prospective customer by an organization that describes work the organization is offering to do for the prospective customer. [D01540]

Proposal

✓ An offer in response to a

request for proposals. [D03551]

Proposal

A contractor's written reply to a request for proposal. Usually includes technical, management, cost, and basis of estimate volumes. [D04203]

Proposal Form

A standard format, or layout, for the submission of a formal proposal in

response to an [invitation](#) to [tender](#). [D03201]

Proposal Project Plan

Usually the first [plan issued](#) on a [project](#) and accompanies the [proposal](#). It contains key [analysis](#), [procurement](#), and [implementation milestones](#); historical [data](#), and any [client-supplied information](#).

Proprietary Information

Usually presented in [bar chart](#) form or summary level [network](#), and used for [inquiry](#) and [contract negotiations](#). [D0154]

Selected [experts](#) organized for fact finding and evaluating [proposals](#) against predetermined [criteria](#). Typically, there are separate [teams](#) for

Technical, Cost,
and Management
Evaluation. [D04204]

Prorated Cost

A cost that is
incurred in
increments over
time as a task or
project progresses
[D01542]

The assembly of
evaluation
profitability
studies and all the
pertinent technical

Prospectus

data in an overall report for presentation and acceptance by the owner and funders of a project. [D01543]

1. Covered or shielded from exposure, injury, or destruction. For example, by insurance.
2. Maintenance of the status or integrity.

Protection

For example,
through
financial or
legal
guarantees.

3. Saved from
contingent
financial loss

For example,
by setting
aside an
appropriate
financial
reserve.

4. Shielded from
infringement
or restriction.
For example,

by copyright
registration.

5. Restricted
competition.

For example,
by tariffs or
trade
controlss.

[D03202]

Prototype

An original or
model on which a
later item is
formed or based.

[D03680]

An imprecise term currently with multiple meanings:

1. A 'rapid [prototype](#)' is usually a [software requirements demonstration model](#), which provides a simulated representation of the [software functionality](#) and operator

Prototype - Software

interface. The model facilitates early buyer-developer agreement on the design approach.

2. Alternatively, a technical demonstration model.

Except for 'Evolving Prototypes', the code is usually discarded

once the
model has
served its
[purpose](#).

[D04205]

Prototype Model

An original [model](#)
on which
something is
patterned. A first
full-scale and
usually functional
form of a new type
or [design](#) of a
[construction](#) or
[assembly](#) of [parts](#).
May apply to both

physical or
notional objects
such as [software
applications](#).

[D03203]

Prototyping

The [process](#) of
creating a
[prototype model](#).

[D03204]

A sum of money
typically included
in a [fixed price
contract](#) as an
[allowance](#) to cover
a known

Provisional Sum

expenditure item but for which insufficient detail is available at the time of tender to enable the bidder to estimate a firm price. However, the order of magnitude of the allowance does enable the bidder to estimate the management and supervision costs of such work. Release of the allowance is at the

discretion of the supervising architect or engineer.

Editor's Note:

Sometimes referred to simply as an Allowance.

However, note the distinction from

[Contingency](#)

[Allowance](#),

[Contingency](#)

[Reserve](#) and

similar terms.

[D02257]

See [Product](#)

PRT

[Realization Team](#)

PS

See [Planned Start Date](#)

Public

✓ [Individuals](#) who have an interest in the [project outcome](#), but are not directly involved in it.
[D01544]

The [Project's](#) Public includes:

1. Internal - All personnel working directly or indirectly on the project and
2. External - All those that are not directly involved in the project but who have an interest in its outcome.

This latter could include for

Public

example,
[environmental protection](#) groups,
equal [employment opportunity](#)
groups, and others
with a real or
imagined interest
in the project or
the way it is
managed.

Editor's Note:
More recently,
those in item 1 are
referred to as the
project's
['Stakeholders'](#) and
those in item 2 are

*referred to as the
project's*

[Constituents.](#)

[D01548]

Public Relations

An [activity](#)
[designed](#) to
improve the
environment in
which an
[organization](#)
operates in order
to improve the
[performance](#) of
that [organization.](#)

[D01545]

Public Relations

An [activity](#) meant to improve the [project organization](#)'s environment in order to improve [project performance](#) and reception. [D01546]

Public Relations

✓ An [activity](#) [designed](#) to improve the environment in which a [project organization](#)

operates in order to improve [project performance](#) and reception. [D01547]

All functions and activities dedicated to:

1. Maintaining, protecting, and enhancing the [image](#) of a concern or its [products](#); or
2. Maintaining or promoting

Public Relations

reciprocal
understanding
and favorable
relations with
the public at
large, or any
segment of the
public.

The term public
relations includes
activities
associated with
areas such as
advertising,
customer relations
etc. [D03552]

Public Sources

Locations where things (typically information) are readily available to the public at large. Example, Internet web sites.

[D03205]

Public Speaking

The art of effective oral communication with an audience. The act or process of making speeches in public

[D03206]

Publications

Books, magazines, news papers, etc. that are available to the [public](#) for [purposes](#) of [information](#), entertainment, advertisements, announcements, broadcast, proclamation, etc.
[D03207]

A list made near to the [completion](#) of a

Punch List

project showing the items of work remaining in order to complete the project scope.

[D01549]

Punishment of the Innocent

A humorous reference to what is perceived to happen when projects go wrong and scapegoats are found. [D03208]

Out-right

Purchase

acquisition of items, mostly off-the-shelf or catalog, manufactured outside the purchaser's premises. [D01550]

A commitment document generally used only for the procurement of materials and equipment by the organization. Its

Purchase Order

use may be limited to a maximum [value](#). The [document](#) is addressed to a [supplier](#) and commits the [organization](#) to the [purchase](#) according to the terms and [conditions](#) of the order. A [Purchase Order](#) is different from a [change order](#), although it may be modified to double as such.

[D01551]

Purchase Order

✓ A standard document used to obtain supplies and non-personnel services when the total amount is relatively small. The issue of a Purchase Order creates a contractual commitment. [D0368]

Buying. Typically, a carefully

Purchasing

administered and controlled process for the acquisition of goods and service at the best possible price to meet the needs of a project. [D03209]

Purchasing Strategy

To the extent that there may be alternative approaches, the determination of the most suitable means of obtaining goods and services

	to meet project requirements . For example, ranging from bulk purchases to Just-In-Time , etc. [D03210]
Pure Risk	See Insurable Risk . [D01552]
Purpose	An end to be obtained. [D03211]

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Terms v2*

QA — to — Quick Reaction Capability

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Term	Definition (links in blue signifies Editor's Choice)
QA	See Quality Assurance

QC

See [Quality Control](#)

Qualification

✓ The entire [process](#) by which [products](#) are obtained from manufacturers or distributors, examined ; [tested](#), and then identified as a [qualified products](#)
[D01553]

**Qualifications:
Contractor**

A [review](#) of the [experie](#) past [performance](#), capabilities, [resources](#) current [work load](#)s of

potential service [resou](#)
[D01554]

Qualified Product

✓ A [product](#) which has
examined and [tested](#) an
listed on or qualified fo
[inclusion](#) on the applica
Qualified [Products](#) List
[D01555]

Qualified Product List ("OPL")

A list of [products](#), quali
under the [requirements](#)
stated in the applicable
[specification](#), including
appropriate [product](#)
[identification](#) and [test](#)
reference with the name

plant address of the manufacturer or distributor as applicable. [D01556]

Qualitative

Expressible in terms of quality, either measurable or subjective, as distinct from quantitative. [D03214]

Qualitative Risk Analysis

A generic term for subjective methods of assessing risks. [D01557]

Quality

A trait or characteristic used to measure the degree

of excellence of a [product](#) or service. [D01558]

Quality

[Conformance to requirements](#). A [work product](#) either does or does not meet the [requirements](#). [D01559]

Quality

The composite of all [attributes](#) or [characteristics](#) including [performance](#), an item or [product](#) required to satisfy stated or implied [needs](#). [Conformance to requirements](#). [D01560]

Quality

The composite of all the [attributes](#) or [characteristics](#) including [performance](#), an item or [product](#). [D015

Quality

The sum of all [attribute characteristics](#), including [performance](#), of an item [product](#) or service, required to satisfy stated or implied [needs](#) (i.e. [conformance requirements](#)). [D01562]

✓ The totality of features and [characteristics](#) of a

Quality

product or service that
on its ability to satisfy
stated or implied needs
[D01563]

Quality

The standards and crite
to which the project's
products must be delive
for them to perform
effectively. First, the
product must perform to
provide the functionalit
expected, and to solve 1
problem, and deliver th
benefit and value expec
of it. It must also meet c
performance requireme

or service levels, such [availability](#), [reliability](#), [maintainability](#), and have acceptable [finish](#) and polish. [D02624]

Quality

[Characteristics](#) that include [attributes](#) of usefulness, clarity, [reliability](#), [efficiency](#), [cost-effectiveness](#). [D04206]

1. The [process](#) of evaluating [overall project performance](#) on a regular basis

Quality Assurance

provide confidence that the [project](#) will satisfy the relevant [quality standards](#).

2. The [organizational](#) that is assigned [responsibility](#) for [quality assurance](#).

[D01564]

Quality Assurance

A [planned](#) and [systematic](#) pattern of all [actions](#) necessary to provide adequate confidence that item or [product](#) conforms to established [technical requirements](#). [D01565]

Quality Assurance

All systematic measure which are necessary to ensure that quality is planned and obtained.
[D01566]

Quality Assurance

The design and implementation of design features and procedures ensure that performance specifications can be verified. This includes performance specification analysis, quality engineering for

inspectability and [testability](#), [manufacturing process control](#), and the use of [techniques](#) and training to implement the [measurement](#) and [testing process](#). [D01

Quality Assurance

[The planned and system](#) ([managerial](#)) [actions](#) necessary to provide adequate confidence that an item or [product](#) will satisfy given [quality requirements](#) [D01568]

In [Contract/Procurement](#)

Quality Assurance

Management, planned a systematic actions necessary to provide adequate confidence that performed service or supplied goods will serve satisfactorily for its intended and specified purpose. [D01569]

In management, the development of a comprehensive program which includes the processes of identifying objectives and strategy, client interfacing and o

Quality Assurance

organizing and coordinating [planned](#) and [systematic controls](#) for maintaining established [standards](#). This in turn involves measuring and evaluating [performance](#) to these [standards](#), [reporting results](#) and taking appropriate [action](#) to deal with [deviations](#). [D01570]

Quality Assurance ("QA")

The [process](#) of evaluating [overall project performance](#) on a regular basis to provide confidence that [project](#) will satisfy the relevant [quality standards](#). [D01571]

Quality Assurance

✓ All those planned and systematic actions necessary to provide adequate confidence that product or service will satisfy given requirements for quality. [D01572]

Quality Assurance

The set of processes and procedures required to demonstrate that the work has been performed according to the quality plan. [D03759]

Quality Assurance Plan

A [plan](#) that [guarantees](#) a [quality approach](#) and conformance to all [customer requirements](#) for all activities in a [project](#).
[D01573]

Quality Assurance Policy

A [policy](#) governing the [organization's quality assurance program](#) or activities. [D03214]

Quality Assurance Program

An organized set of [Quality Assurance](#) activities. See [Quality Assurance](#). [D023]

Quality Assurance Representative ("OAR")

The individual directly charged with performance of the government procurement quality assurance function at a contractor facility. [D015]

Quality Audit

✓ A systematic and independent examination determine whether quality activities and related records comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve

objectives. [D01575]

Quality Conformance

In accordance with
specified quality standards
[D03215]

Quality Control

1. The process of monitoring specific project results to determine if they comply with relevant quality standards and identifying ways to eliminate causes of unsatisfactory performance.
2. The organizational

that is assigned
responsibility for
quality control.

[D01576]

Quality Control

A system for maintainin
quality requirements in
product or project. [D015

Quality Control

The operational activiti
and techniques requirec
ensure that quality
requirements have beer
fulfilled. [D01578]

Quality Control

The operational technique and activities that are used to fulfill requirements of quality. [D01579]

Quality Control ("QC")

A management function whereby control of quality of raw or produced material is exercised for the purpose of preventing production of defective material. [D015

Quality

✓ The process of monitoring specific process results to determine if t

Control ("QC")	comply with relevant <u>standards</u> and identifying ways to eliminate <u>causes</u> of unsatisfactory <u>performance</u> [D01581]
-----------------------	--

Quality Control	<u>The planned process</u> of identifying established <u>technical specifications</u> for the <u>project</u> and exercising <u>influence</u> through the collection of <u>specific</u> (usually highly <u>technical</u> and <u>standardized</u>) <u>data</u> . basis for <u>decision</u> on any necessary <u>corrective action</u> is provided by analyzing <u>data</u> and comparing it to
------------------------	--

system
specifications/requirements
[D01582]

Quality Control

The set of processes for planning and monitoring project to ensure that quality is being achieved.
[D03760]

Quality Criteria

The characteristics of a product that determines whether it meets certain requirements. [D01583]

Quality Evaluation Methods

The [technical process](#) of gathering measured [variables](#) or counted [data](#) for [decision making](#) in the [quality process review](#). [D01584]

Quality File

Contains [records](#) of [quality reviews](#) and [technical exceptions procedures](#) of a [project](#). [D01585]

Quality Function

A Japanese [method](#) for [systematically](#) translating true [customer needs](#) into [product/service technical requirements](#) for [design](#).

Deployment

development,
implementation, and
delivery of a product. [1

Quality Grade

A particular attribute of
item, product or service
which meets all minimum
project requirements but
which may be delivered
according to a class ranging
from "utility" (purely
functional) to "world class"
(equal to the best of the
best). [D01586]

Quality Guide

A guide describing [quality](#) and [configuration management procedures](#) aimed at people directly involved with [quality reviews](#), [configuration management](#) and [technical exceptions](#). [D01587]

Quality Improvement Program

A deliberate [program designed](#) to improve all the [organization's](#) activities and [operations](#). [D03217]

An [inspection](#) carried out to determine whether or not

**Quality
Inspection**

deliverable or product, whether intermediate or product, meets the specified quality criteria. [D03218]

**Quality
Inspection
Procedures**

Procedures governing the process of quality inspection. [D03219]

**Quality Loop;
Quality Spiral**

Conceptual model of interacting activities that influence the quality of product or service in the various stages ranging from the identification of needs to the assessment of

whether these needs have been satisfied. [D01588]

Quality Management

The function required to determine and implement quality policy throughout the project life cycle. Quality management encompasses the sub-functions of Quality Assurance and Quality Control. [D01589]

Quality Management

✓ That aspect of the overall management function that determines and implements

the quality policy. [D0159]

Quality Management Function

Quality itself is the composite of material attributes (including performance features and characteristics) of the product or service which are required to satisfy the need for which the project is launched. Quality standards may be attained through the sub-function quality assurance (Managerial) and quality control (Technical). [D01

Quality Plan

✓ A document setting out the specific quality practices, resources and sequence of activities relevant to a particular product, service, contract project. [D01593]

Quality Plan

A component of the programme definition statement, setting out quality objectives for the programme's design and execution. [D03930]

Quality

Determining which quality

Planning

standards are necessary
how to apply them. [D014]

Quality Planning

The preparation, checki
and recording of action
that are necessary to
achieve the standard of
product or service that
customer and legislatio
requires. [D03761]

Quality Policy

The overall quality
intentions and direction
an organization as rega
quality, as formally
expressed by top

management. [D01595]

Quality Process Review

The technical process c
using data to decide how
the actual project result
compare with the quality
specifications
/requirements. If deviat
occur, this analysis may
cause changes in the pro
design, development, u
etc., depending on the
decisions of the client,
involved shareholders ;
the project team. [D01596]

Quality Program Requirement

The requirement for the establishment and [maintenance](#) of a [quality program in accordance](#) MIL-Q-9858. The [specification](#) requires that the [program shall](#) assure adequate [quality](#) through all areas of [contract performance](#); for example, [design](#), [development](#), [fabrication](#), [processing](#), [assembly](#), [inspection](#), [test](#), [maintenance](#), packaging, shipping storage, and [site installation](#). [D01597]

Quality Review

A [review](#) of a [product](#) against an established set of [quality criteria](#). [D01598]

Quality Review

A check on the [quality](#) of a [deliverable](#). [D02206]

Quality Review

✓ A [review](#) where a [product](#) or group of [products](#) is checked against an agreed set of [quality criteria](#). [D03931]

Stipulations of [measurable](#) physical properties or

Quality Standards

characteristics, which materials, equipment or constructed items must as a minimum. Basic de criteria and standards should be defined and signed off by the Owne the conceptual design. In the contract document, qual standards are generally expressed in the specifications by reference to published Codes and Standards. [D01592]

The continuing monitor and verification of the s

Quality Surveillance

of procedures, methods conditions, processes, products and services, and analysis of records in relation to stated reference to ensure that specified requirements for quality being met. [D01599]

Quality System

The organizational structure, responsibilities, procedures, processes and resources for implementing quality management. [D01599]

A formal evaluation by

Quality System Review	<u>management</u> of the <u>status</u> and <u>adequacy</u> of the <u>quality system</u> in relation to <u>quality policy</u> and new <u>objectives</u> resulting from changing circumstances. [D01601]
------------------------------	--

Quantitative	Expressible in, or involving the <u>measurement</u> of, <u>quantity</u> or amount. [D03213]
---------------------	---

	The <u>process</u> of determining the quantities of <u>goods</u> and <u>materials</u> required for a <u>project</u> . An <u>estimate</u> of <u>requirements</u> is made b
--	---

Quantity Take-Off	counting and measuring from drawings and other documents , typically from a set of contract tender documents for purposes calculating a price for presenting as a bid. [D03
--------------------------	---

Quantum	The amount a claimant is entitled to under a claim . [D04207]
----------------	---

Queue	Waiting time . [D03726]
--------------	---

	A project approach directed
--	---

Quick Reaction Capability

to delivering in a shorter [time](#) than would normally be expected. [Cost](#) is usually secondary to [program schedule](#). Sometimes called [Skunk Works](#). [D04208]

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RAM — to — Rejection Number

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Term	Definition (links in signifies Editor's C
	See Responsibility

RAM

[Assignment Matrix](#)

RAM

See
[Responsibility/Accountability Matrix](#)

**Random
Observation**

A [technique](#) for [building](#) a picture of an [activity](#) by taking sufficient random [observations](#). The alternative is to observe the [activity](#) [continuously](#), which may itself [influence performance](#) of the activity. [Particularly](#) useful on a [site](#), for example, to establish the extent

effect of (unproductive walking, waiting, [communication](#), break etc. associated with [concurrent](#) and possibly interrelated activities

Random Sample

A [sample](#) selected in way that each unit of [population](#) has an equal chance of being selected [D01602]

Range

The difference between highest and lowest of [values](#) in a [data](#) set. [1

Ranking

Placing in relative sta
position. An orderly
hierarchical arrangen
according to some
identifiable [character](#)
[D03221]

Rapid Implementation

See [Fast Tracking](#) [D03221]

RBS

See [Resource Breakd
Structure](#)

[Development](#) of a rev

Re-Baseline

implementation plan, or a new milestone schedule. Re-baselining is required in response to changed requirements, funding changes, or realization that the operative implementation plan is not achievable.

The process whereby the project's costs, time and resources have to be recalculated due to a change in the project's objectives, or a change in the deliverables to meet requirements, or the project's original scope.

Re-Baselining

plans have become unworkable. Re-baselining should be resisted unless absolutely necessary and project tracking should be done by the project's manager by determining variance from the original baseline. *Editor's Note: In other words, re-baselining should only be undertaken with justification and the approvals.* [D03605]

Re-measurement

Measurement of work actually accomplished. Typically required un-

price contracts and re
at the end of each pro
period. [D03232]

Re-Profiling

In resource schedulin
possible to indicate t
specified resource
requirement profile n
modified to fit the
availability, without
the total amount requi
[D01634]

A meeting or series o
meetings by selected
members of the custo
C/SCSC review team

Readiness Assessment

contractor is plant, to contractor plans and]
in implementing C/SC
preparation for a full
demonstration review

Real Property

Land and rights in lar
ground improvements
distribution systems,
buildings and other st
[D03554]

Real Time

The application of ex
time constraints whic
affect the calendar tir
position of execution

[activity](#) in the [schedu](#)
[D01604]

Real Time

Immediate response t
outside stimulus. [D036

Real World

"The way things reall
i.e. outside of a [contr](#)
academic or [structure](#)
environment. [D03683]

Rebaselining

See [Re-Baselining](#). [E

To [offer](#) or suggest fo

Recommend

Recommendation describes the presentation of plans, ideas, or things to others for adoption. To recommend offer something with an option of refusal. [D0106]

Recommendation

Something put forward as worthy of acceptance on the basis of fitness, worth, or competence. Typical recommendation is provided by a factual account and a justification or conclusion. [D03223]

Restored to the original

Reconditioned

normal [operating](#) con
readjustments and [ma](#)
replacement. [D03555]

Record

A set of [data](#). [D01606]

Record Drawings

Drawings submitted b
[contractor](#) or [subcont](#)
show the [construction](#)
[particular](#) [structure](#) o
as [actually](#) [completec](#)

Record

The necessity to retai
[records](#) for reference
specified [period](#) after

Retention

[contract close-out](#), in they are needed. [D0160]

Recording Facts

The [assembly](#) and [documentation](#) of exp [data](#), typically focuse [specific](#) area for reso [problem](#) or [issue](#). [Par](#) required in [value mar](#) or litigation. [D03224]

Records

The collection of rela [items](#) of [information](#) assembled during the of a [project](#). See also

Records Management

Records

✓ Any assembly of books, documents, accounting records, procedures and practices, and other data, regardless of form and regardless of media (hardcopy, electronic, etc.) [D03557]

✓ The effective and efficient receipt, processing, storage and retrieval of all public records, in whatever form (hardcopy, electronic) good Records Management

program should:

- Encompass all r having a bearing project's activiti including procur and technical as
- Establish policie standardizing re forms, reports, procedures and :
- Ensure smooth a consistent distri information thro the project organi on a need-to-kno
- Expedite all req outstanding info

Records Management

- Ensure security records
- Provide necessary retention for historical purposes
- Meet legal retention requirements
- Withdraw and destroy obsolete duplicates

Every project large and small is involved in record management to a greater or lesser degree whether recognized or not. A conscious effort in this area can greatly reduce the time and effort required to

information or to avoid duplication of [work](#) in [field](#) due to oversight misplaced information

Records Management

The [procedures](#) established by an [organization](#) to control all [documentation](#) required for the effective [development](#) and [application](#) of its force. [D01608]

Recovery Schedule

A special [schedule](#) showing special [efforts](#) to recover [time](#) lost compared to [master schedule](#). [D016

Recruitment, Selection and Job Placement

Attraction of a pool of potential employees, determining which of employees is best suited work on the project, and matching that employee to most appropriate task on his or her skills and abilities. [D01610]

Recurring Costs

Expenditures against tasks that would occur on a repetitive basis. Examples are sustaining engineering production of operations

equipment, tool [main](#)
etc. [D01611]

Recurring Task

A [task](#) that occurs rep
during the course of a
such as a weekly [staf](#)
[meeting](#). [D01612]

Reduced Inspection

[Inspection](#) under a' [sa](#)
[plan](#) using the same [q](#)
level as for [normal](#)
[inspection](#), but requir
smaller [sample](#) for
[inspection](#). [D01613]

Reduction in Force

An [action](#) to reduce the number of headcount [layoffs](#), transfers or [a](#)
[D04211]

Redundancy



1. Something serving as a duplicate for prevention of [failure](#) of an entire [system](#) upon [fail](#) key [component](#). especially where there is a concern.
2. No longer needed for a job and hence laid off

[D03226]

Redundancy

Duplication of [capab](#)
increase [reliability](#). [I

Reengineering

The [process](#) of redesi
[product](#), [system](#) or [pr](#)
(e.g. [administrative](#)) t
more effective or effi
[D03227]

Reference Group

A group of people av
for advice, and expec
be kept informed duri
[project planning](#) and
[implementation](#). [D0161

Referent Power

The ability (of a [project manager](#)) to gain [support](#) because [project personnel](#) feel personally attracted to the [manager](#) or the [project](#)

[D02892]

Refinement, Schedule Refinement

The [rework](#), redefinition or [modification](#) of the [logic](#) [data](#) that may have previously been developed in the [planning process](#) as required to properly [input milestones](#) and [priorities](#)

[D01617]

Regression Analysis

✓ Where past [data](#) is insufficient for direct [forecasting](#) of future [activity](#) it may still be possible to make [assu](#) based on [relationship](#) other activities that c: [forecast](#). This applies [particularly](#) to [support effort tasks](#) and to a l extent to [level-of-effc](#)
[D03084]

A [quantitative technique](#) to establish a [line](#)-of- through a set of [data](#) t establish a [relationship](#) between one or more

Regression Analysis

independent variable
dependent variable. It is then used with a pr
value of the independ
variable(s) to estim
value for the depende
variable.

*Editor's Note: A value
estimating tool provi
value to be estimate
within the observed
not beyond those lim*
[D03558]

Regulations

Rules or orders issue
executive authority of
regulatory agency of :

government and having the force of law. [D03228]

Regulatory

1. To bring order, uniformity.
2. To fix or adjust the amount, degree, or of.
3. Pertaining to Regulations

[D03229]

Regulatory Personnel

Those individuals working for government regulatory agencies whose task is to assure compliance with

particular agency's requirements. [D01618]

Reimbursable Expenditure

A seller's expenditure by the buyer. [D04213]

Reinforcement Theory

The view that reinforcement must be ongoing, and performance becomes punishing, effort will. Also, fixed-interval, schedule type reinforcement (e.g. weekly paycheck) as effective as variable on variable schedules also Control Theory,

[Expectancy Theory](#), [Expectancy Theory](#), and [Goal Set Theory](#). [D02638]

Rejected

[Acceptance](#) refused. Typically because not wanted, unsatisfactorily fulfilling [requirement](#) some way. [D03230]

Rejection Number

The minimum number of [defects](#) or [defective](#) units in the [sample](#) that will cause rejection of the lot represented by the [sample](#). [D01619]

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Related Base — to — Rescheduling

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Source
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Related Base	A comparable baseline or connected source of reference information . [D03231]	[PD-U]
Relationship	✓ A logical connection between two activities. [D01620]	[WST]
	A logical or	

Relationship

natural
association
between two
or more things;
relevance of
one to another;
connection.

[D01621]

[\[VPM 19\]](#)

[Relationship](#)
[free float](#) is the
amount by
which the lag
on that
[relationship](#)
would have to
be increased in
order to [delay](#)

Relationship Float

the successor activity.

Relationship total float is the amount by which it would have to be increased in order to cause a delay in the completion of the project as a whole (or the violation of a late target).

[D01622]

[WST]

Release

A configuration management action whereby a particular version of hardware, software, or documentation is baselined and made available for general use.
[D04214]

[CSM]

Certificate to release and hold harmless

Release Claims

from future
[claims](#) by the
[contractor](#).

[D01623]

[\[PMK87\]](#)

Reliability

The
[probability](#) that
an item will
perform its
intended
function for a
specified
interval under
stated
[conditions](#).

[D01624]

[\[USDOD\]](#)

[\[QMPP\]](#)

Reliability

✓ The ability of an item to perform a required function under stated conditions for a stated period of time. [D01625]

[\[ISO 8402\]](#)
[\[QMPP\]](#)

Reliability

A fundamental characteristic of an item or material expressed as the probability that it will

[\[DSMC\]](#)

perform its intended function for a specified [time](#) under stated [conditions](#).

[D03684]

Reliability Assurance

All [actions](#) necessary to provide adequate confidence that [material](#) conforms to established [reliability requirements](#).

[\[04 4155.11\]](#)
[\[QMPP\]](#)

[D01626]

**Remaining
Available
Resource**

The difference between the resource availability pool and the level schedule resource requirements.
Computed from the resource allocation process, [D01627]

[PMK87]

**Remaining
Duration**

The estimated work units needed to complete an activity as of the data date.
[D01628]

[PMK87]

**Remaining
Duration**

Time needed to complete the remainder of an activity or project. [D01629]

[WST]

✓ The estimate of time

Remaining Duration

remaining to complete an activity. A far more useful measure of progress than percentage complete.

[D03932]

[\[PNG\]](#)

Remaining Float ("RF")

The difference between the early finish and the late finish date.

[D01630]

[\[PMK87\]](#)

Repetitive Work Sequence

A [work effort](#) that can be identified and repeated as a recognizable cycle. Valuable in the [application of learning curve theory](#), [leading](#) to improved [efficiency](#) in each cycle. In [project work](#), few cycles are identical because the [project](#)

[\[PD-U\]](#)

progresses as a whole, but sufficiently close to be of value. [D03233]

Replacement Theory

A statistical methodology for arriving at the optimum life of replaceable elements in a project. It considers replacement cost,

[CCCP]

[maintenance](#)
and down [time](#)
[costs](#), tax
implications
and [scrap](#)
[value](#). [D03085]

Replacement Value

The amount
equal to the
[cost](#) of
replacing an
item with a
new one rather
than the
depreciated
[value](#) of the
existing one.
[D03234] [\[PD-U\]](#)

Replan

Schedule or
resource
adjustments to
meet contract
milestones.

[CSM]

Replanning
does not imply
re-baselining.

[D04215]

Actions
performed for
any remaining
effort within
project scope.

Replanning

Often the [cost](#) and/or [schedule variances](#) are zeroed out at this [time](#) for history [items](#).
[D01631]

[\[WST\]](#)

Report

A [written record](#) or summary. A detailed [account](#) or statement. A verbal [account](#).
A rumor. [D03235]

[\[Webster\]](#)

Report Specification File	A set of codified instructions , which defines the layout of a report . [D01632]	[WST]
Reporting	Planning activity involved with the development and issuance of (internal) time management	[PMK87]

analysis
reports and
(external)
progress
reports. [D01633]

Reporting by Responsibility

The separation
of management
action reports
by
responsibility
areas or cost
centers so that
managers only
get information
on that element
over which

[CCCP]

they have
[control](#). See
also
[Management
by Exception](#).
[D03086]

The estimation
in which one is
held. Overall
[quality](#) or
character as
seen or judged
by people in
general.
Recognition by
other people of [\[Webster\]](#)

Reputation

some
[characteristic](#)
or ability. A
place in [public](#)
esteem or
regard, e.g.
one's 'good
name'. [D03236]

**Request for
Appropriation
("RFA")**

See [Capital
Appropriation
Request](#). [D01635]

A [proposal](#) by

Request for Change

the [project manager](#) for a [change](#) to the [project](#) as a result of a [project issue report](#). [D01636]

[\[WST\]](#)

✓ A [buyer](#) or [seller](#) request to spend [contract](#) funds on an [engineering change proposal](#) for a [change](#). The

Request for Change ("RFC")

request states the [technical](#) or [contractual issue](#) being addressed, the [impact](#) on or benefit to the [project](#), and an [assessment](#) of the [cost](#) and [schedule impact](#). [D04216]

[\[CSM\]](#)

A [formal inquiry](#) in the [market place](#) for

Request for Information

information,
typically
concerning
'Expressions of
Interest',
capacity,
capability and
availability of
contractors to
undertake and
bid on work
described in
the
solicitation.

[PD-U]

[D03237]

A document

Request for Proposal

prepared by
the [customer](#) to
solicit
[proposals](#) from
potential
providers. The
Request For
[Proposal](#)
consists of a
[Solicitation](#)
Letter,
[Instructions](#) to
[Bidders](#),
[Evaluation](#)
[Criteria](#),
[Statement of](#)
[Work](#), and a
[System](#)

[\[VPM 291-
4\]](#)

Specification.

The provider
issues an RFP
to potential
subcontractors.

[D01637]

**Request for
Proposal
("RFP")**

A bid
document used
to solicit
proposals from
prospective
sellers of
products or
services.

[D01638]

[WST]

Request for Proposal ("RFP")

A [document](#)
[issued](#) by one
[organization](#) to
another
[organization](#)
(or to several
other
organizations)
describing
[work](#) that the
[issuer](#) wishes
to have
undertaken by
the recipient(s)
and inviting the
recipient(s) to
respond with a
[proposal](#).

[\[SPM 304-
2\]](#)

Request for Proposal

✓ A formal invitation containing a scope of work which seeks a formal response (proposal) describing both methodology and compensation to form the basis of a

[PMK87]

[contract](#). [D01640]

Request for Proposals

A [solicitation](#)
for [offers](#)
under
[negotiation](#)
[procedures](#).
[D03559]

[\[GAT\]](#)

Request for Quotation

✓ A [formal](#)
[invitation](#) to
submit a [price](#)
for [goods](#)
and/or
[services](#) as
specified.
[D01641]

[\[PMK87\]](#)

Request for Quotation

Equivalent to a [Request for Proposal](#) but with more [specific application area](#)S. [D01642]

[\[WST\]](#)

Request for Quotation ("RFQ")

Similar to a [request for proposal](#), except that the desired [items](#) to be procured are stock or catalog [items](#),

[\[SPM 304-9\]](#)

and only [price](#)
and [delivery](#)
[time](#) need be
proposed.
[D01643]

Request for Quotations

A [solicitation](#)
for quotes.
Commonly
used under
simplified
[acquisition](#)
[procedures](#).
[D03560]

[\[GAT\]](#)

Requirement

Description of

Specification	desired results . [NPMT] [D01644]	
----------------------	--	--

Requirements	See Needs . [D01645]	
---------------------	---	--

Requirements	 A negotiated set of measurable customer wants and needs . [D01646]	[WST]
---------------------	--	-----------------------

	Needs or necessities;	
--	---------------------------------------	--

Requirements

something demanded or obligatory. For [clarification purposes](#), a clarifier should always precede requirements; that is, [user requirements](#), [system requirements](#), [operational requirements](#), [contract requirements](#), [test](#)

[\[CSM\]](#)

requirements,
etc. [D04218]

Requirements Flowdown

The process of
deriving and
allocating
requirements
to all levels of
system
decomposition.
[D04219]

[CSM]

The process of
exercising
some control
over the
project scope

Requirements Management

to avoid [scope creep](#), [based](#) on [stakeholder needs](#) rather than nice-to-haves. [D03238]

[\[PD-U\]](#)

The [process](#) of defining the [user/customer requirements](#) and [building](#) the [system requirements](#) before going on to develop

Requirements Management

the [performance specifications](#) in detail. Requirements should be comprehensive and clear, well [structured](#), traceable and [testable](#). They should give rise to clearly specified [project deliverables](#) and should be [tested](#) against

[\[CRMP\]](#)

the original set
of
requirements.
Any changes to
the initial
requirements
should be
traceable i.e.
documented
and
explainable.
[D03762]



Requirements
including laws,
statutes, rules
and

Requirements of Society

regulations,
codes,
environmental
considerations,
health and
safety factors,
and
conservation
of energy and
materials.

[D01647]

[08]

[QMPP]

Requirements Traceability

The
management of
the
parent/child
relationships
of all system

[CSM]

requirements.

[D04220]

**Requirements
Traceability
Matrix**

A document
that maps the
parent-child
relationships
of
requirements.

[D04221]

[CSM]

The process of
changing the
logic, duration,
and/or dates of

Reschedule

an existing
[schedule](#) in
response to
[external](#)
imposed
[conditions](#).

[D01648]

[\[PMK87\]](#)

Rescheduling

A feature of
most PM
[software](#) that
recalculates
the start and
[finish dates](#) of
all
uncompleted
activities
[base](#)d upon

[\[PMST\]](#)

	<u>progress</u> as of a specified date. [D03606]	
--	---	--

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Terms v2*

Research — to — Resource Pool

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Source
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Research

The collecting of [information](#) about a [particular](#) subject. Studious [inquiry](#) or [examination](#), especially investigation or [experimentation](#) aimed at the discovery and [interpretation](#) of facts, or the [revision](#) of

[\[Webster\]](#)

accepted theories or [laws](#) in the light of new facts. Careful and diligent search.
[D03239]

**Research
and
Development**

[Technical](#) pursuit of a new [technology](#) or [design](#) to [support](#) a strategic [goal](#).
[D04222]

[\[CSM\]](#)

A provision in

Reserve

the [project plan](#) to mitigate [cost](#) and/or [schedule risk](#). Often used with a modifier (e.g., [management reserve](#), [contingency reserve](#)) to provide further detail on what types of [risk](#) are meant to be mitigated.

[\[PMK96\]](#)

*Editor's Note:
Unfortunately,
the [specific](#)*

meaning of the modified terms vary by [project management application area](#) and may be contradictory.
[D01649]

Reserve For Scope Changes

A sum of money set aside for [changes](#) in the [Owner's requirements](#) and to be used only at the [direction](#) of the

[\[CCCP\]](#)

Owner. [D01650]

Residential Construction

The
construction,
alteration, or
repair of single
family houses
or apartment
buildings of no
more than four
stories in
height, and
typically
includes
incidental items
such as site
work, parking

[GAT]

areas, utilities,
streets and
sidewalks.

[D03561]

Residual Value

The proceeds,
less removal
and disposal
[costs](#), if any,
realized upon
disposition of a
tangible [capital
asset](#). [D03562]

[\[GAT\]](#)

A [file](#) in the
same format as
the [resource](#)

Residue File

availability file
containing a
specification of [WST]
the resources
remaining after
a project is
scheduled.
[D01651]

The finding of a
solution to, and
disposal of, a
problem or
issue.
Reduction of
complex
notions into

Resolution

simpler ones,
e.g. the [development](#) of [\[PD-U\]](#)
a [work](#)
[breakdown](#)
[structure](#). A
[formal](#)
expression of
opinion, will,
or intent voted
by an official
body or
assembled
group. [D03240]

An item
required to

Resource

accomplish an [activity](#).

[Resources](#) can be people, equipment, facilities, [funding](#) or anything else needed to perform the [work](#) of a [project](#). [D01652]

[\[WST\]](#)

Any [factors](#), except [time](#), required or consumed to

Resource

accomplish an [activity](#). Any substantive requirement of an [activity](#) that can be quantified and defined, e.g. [manpower](#), equipment, [material](#), etc.
[D01653]

[\[PMK87\]](#)

Resource

✓ [Project input](#) ([time](#), money, [labor](#), machinery, etc.)

[\[NPMT\]](#)

[D01654]

Resource

Anything that is assigned to an [activity](#) or needed to [complete](#) an [activity](#). This may include equipment, people, [buildings](#), etc.

[\[PMST\]](#)

[D03607]

Resource Aggregation

Totaling the requirement for a [specific](#)

[\[NPMT\]](#)

resource. [D01655]

Resource Allocation

Distribution of resources over time or project parts. [D01656]

[NPMT]

Resource Allocation

✓ The assignment of resources to tasks in a project. [D01657]

[MSP98]

An iterative process of

computing the
[schedule](#)
considering the
limited
[availability](#) of
[resources](#) so
that both [time](#)
and [cost](#) may be
minimized.

[Progress](#) on
[certain](#) types of
[project](#) can be
constrained
more by
[limitations](#) of
[resources](#)
(people,

Resource Allocation

machines,
[materials](#) and
money) than by
[logical](#)
[sequence](#)
dictated by
[technical](#)
[considerations](#).
Generally such
[projects](#) are
"horizontal"
e.g. [Highway](#)
[construction](#),
rather than
"vertical" e.g.
High rise
[construction](#),
although the

[\[CCCP\]](#)

latter may be
constrained by
both
[considerations](#).

The [resource](#)
loading
required can
only be
determined
after a [schedule](#)
of activities has
been
developed. The
schedule may
then be
modified,
possibly
prolonged,

either to reduce the total resources required to complete the project or to "level" out peak demands. This avoids congestion at some times and inefficient resource usage at others. [D03087]

The assignment of people,

Resource Allocation

equipment, facilities, or [materials](#) to a [project](#). Unless adequate [resources](#) are provided, [project work](#) cannot be [completed](#) on [schedule](#), and [resource allocation](#) is a significant [component](#) of project [scheduling](#).

[D03727]

[PPS&C:
[p341](#)]

Resource Allocation Process

The [scheduling](#) of activities in a [network](#) with the [knowledge](#) of [certain](#) [resource](#) [constraints](#) and [requirements](#).

This [process](#) adjusts [activity](#) level start and [finish dates](#) to conform to [resource](#) [availability](#) and use. [D01658]

[\[PMK87\]](#)

Resource Analysis	A term for <u>resource leveling</u> and <u>resource smoothing</u> . [D01659]	<u>[WST]</u>
Resource Assignment	The <u>work</u> on an <u>activity</u> related to a <u>specific resource</u> . [D01660]	<u>[WST]</u>
	The level of <u>availability</u> of a	

**Resource
Availability**

resource, which [WST]
may vary over
time. [D01661]

**Resource
Availability**

✓ The extent to
which
resources are
available to
meet the
project's needs.
[D03241] [PD-U]

**Resource
Availability**

The calendar
date when a
resource pool
becomes [PMK87]

Date

available for a
given [resource](#).
[D01662]

**Resource
Availability
Pool**

The amount of
[resource
availability](#) for
any given
[allocation
period](#). [D01663]

[\[PMK87\]](#)

A feature of
hierarchical
[resources](#) that
facilitates both
[roll-up](#)

Resource Breakdown Structure ("RBS")

[reporting](#) and summary [resource scheduling](#) by enabling you to [schedule](#) at the detailed [requirements](#) level, and [roll up](#) both [requirements](#) and availabilities to a higher level.
[D01664]

[\[WST\]](#)

A [calendar](#) that

Resource Calendar

defines the [working](#) and non-[working](#) patterns for [specific resources](#).

[D01665]

[\[WST\]](#)

Resource Category

Type of [resource](#). [D01666]

[\[NPMT\]](#)

Resource Code

The [code](#) used to identify a given [resource](#) type. [D01667]

[\[PMK87\]](#)

Resource Description

The actual name or identification associated with a resource code. [D01668]

[PMK87]

Resource Driven Task Durations

Task durations that are driven by the need for scarce resources. [D01669]

[WST]

A set of resources that

Resource Group

share some [characteristics](#) and that is categorized by a group name, such as job function, [skill](#) or [contractor](#).
[D01670]

[\[MSP98\]](#)

Resource Histogram

A [view](#) of [project data](#) in which [resource requirements](#), [usage](#), and availabilities are shown against a [time](#)

[\[WST\]](#)

scale. [D01671]

**Resource
Identification**

Identification of potential sources that could provide the specified material or services. These sources could be identified either from the firm/project list of vendors or by advertising the need of

[PMK87]

[procurement.](#)

[D01672]

Resource Level

A specified level of [resource units](#) required by an [activity](#) per [time](#) unit. [D01673]

[\[WST\]](#)

✓ Any form of [network analysis](#) in which [scheduling decisions](#) are driven by

Resource Leveling

[resource management](#) concerns (e.g. limited [resource availability](#) or difficult to manage [changes](#) in [resource levels](#)). [D01674]

[\[PMK96\]](#)

Resource Leveling

See also [Resource Allocation](#)
[D01675]

Resource Leveling

The [resource scheduling process](#) of determining [scheduled](#) dates such that neither the [project completion](#) date nor any [target](#) [finishes](#) are jeopardized while minimizing the maximum extent to which any [resource availability](#) is [\[WST\]](#)

exceeded.

[D01676]

Resource Leveling

See [Resource Allocation](#).

[D03088]

Resource Leveling

The [process](#) of [rescheduling](#) activities such that the requirement for [resources](#) on the [project](#) does not exceed [resource](#) limits. The [project](#)

[\[PNG\]](#)

[completion](#) date
may be [delayed](#)
in the [process](#).
[D03933]

Resource Limited Scheduling

See [Resource
Leveling](#). [D03242]

Resource List

A list of
[resources](#)
available for a
[project](#),
including
[personnel](#),
equipment and

[\[MSP98\]](#)

supplies. [D01677]

The planning, allocating and scheduling of resources to tasks, generally including manpower, machine (plant and equipment), money, and materials.

Resource Management typically covers resource

[CRMP]

**Resource
Management**

allocation and its impact on schedules and budgets, as well as resource leveling and smoothing.

[D03763]

Resource Needs

The resources required to complete a program, project or activity. [D03243]

[PD-U]

Resource Offset

In the [definition](#) of [resource requirements](#), the number of [work periods](#) between the start of the [activity](#) and when the [resource](#) is first required. [D01678]

[\[WST\]](#)

Resource Optimization

A generic term for [resource leveling](#) and [resource smoothing](#).

[\[PNG\]](#)

[D03934]

Resource Period

In the definition of a resource requirement, the number of work periods for which a resource is required. [D01679]

[WST]

Resource Planning

Evaluating what resources are needed to complete a project and

[WST]

determining the quantity needed. [D01680]

Resource Planning

✓ The selection of resources in type and quantity required to complete a project. [D01681]

[RMW]

A display of the required amount of resources

Resource Plots

plotted on a [graph](#) as a function of [time](#).
[Individual](#),
summary,
[incremental](#),
and cumulative
[resource](#) curve
levels can be
shown. [D01683]

[\[PMK87\]](#)

Resource Pool

A higher level
[resource](#) in a
[resource](#)
[breakdown](#)
[structure](#). [D01684]

[\[WST\]](#)

Resource Pool

✓ A group of people who can generally do the same [work](#), so that they can be chosen randomly for [assignment](#) to a [project](#). [D03728]

[\[PPS&C: p341\]](#)

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Resource Profile — to — RFP

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Term	Definition (links in blue text signifies Editor's Choice)
	The multiple specificati

Resource Profile

a single [resource requirement](#) or [availability](#) to indicate variation over a [period of time](#). [D01685]

Resource Profile

✓ The fluctuating [allocation](#) of a [resource](#) on a single [activity](#). [D03935]

Resource Requirement

The requirement for a [particular resource](#) by a [particular activity](#). [D01685]

The [process](#) of calculating a set of [scheduled](#) dates to

Resource Scheduling

takes into [account](#) the [resource requirements](#) of each [activity](#) and the [availability](#) of these [resources](#). [D01687]

Resource Scheduling

✓ The [process](#) of determining the dates on which activities should be performed in order to smooth the demand for [resources](#), or to avoid exceeding stated [constraints](#) on these [restraints](#). (See [Resource Leveling](#), [Time Limited Resource Scheduling](#), and [Resource-Limited Resource Scheduling](#).)

Resource Set

A collection of [resources](#) that share the same [skills](#) or [attributes](#) and that may be assigned to the same [task](#).
[D01689]

Resource Smoothing

The [process](#) of [rescheduling](#) activities such that the resource requirement for [resources](#) on the [project](#) do not exceed [resource](#) limits. In [smoothing](#) as opposed to [resource leveling](#), the [project completion](#) date may not be [delayed](#). Activities may be [delayed](#) within their
[D01690]

Resource Thresholds	In <u>resource-limited scheduling</u> it is possible to <u>specify</u> that a <u>particular resource</u> may be exceeded, if necessary, by an amount <u>to exceed</u> the specified threshold for that <u>resource</u>. [D01691]
Resource Total	A specified total of <u>resource units</u> required by an <u>activity</u> over a <u>period</u> of <u>time</u>. [D01692]
Resource Unit	A unit of <u>measurement</u> for a <u>specific resource</u>. [D01693]

Resource- Based Duration

The [option](#) to determine [activity duration](#), [remaining duration](#), and [percent complete](#) through [resource usage](#). The [resource](#) record the greatest [time to complete](#) the specified amount of work on the [activity](#) will determine its [duration](#). You may [configure](#) the [duration](#) mode for an [activity](#) at any [time](#). This feature may not be used without [values](#) in the Resource [Usage fields](#).

Resource-Limited Planning

The [planning](#) of activities that predetermined [resource availability pools](#) are not exceeded. Activities are started as soon as [resources](#) are available (subject to [constraints](#)), as required by the [activity](#), [D01694]

Resource-Limited Resource Scheduling

The [production](#) of [schedules](#) in which the [resource constraints](#) are considered absolute and [project completion](#) is [delayed](#) as necessary to avoid exceeding [resource requirements](#).

Resource-Limited Schedule

A project schedule whose start and finish dates reflect expected resource availability. The final project schedule should always be resource-limited. [D01696]

Resources

The personnel, equipment, materials, and services needed to complete task project. [D01697]

Resourcing

✓ Part of the definition statement stating how the program will be resourced.

Plan

loaded and what [supporting services](#), [infrastructure](#) and third [party services](#) are required. [D01698]

Resourcing Plan

A [component](#) of the [programme definition statement](#) stating how the [programme](#) will be [resourced](#), and [specifying](#) what [supporting services](#), [infrastructure](#) and third [party services](#) are required. [D01698]

The [process](#) of formulaically determining suitable [risk management](#)

Response Planning

strategies for the [project](#) including the [allocation responsibility](#) to the [pro](#) various functional areas may involve [mitigation](#), [deflection](#) and [contingency planning](#). It should also some [allowance](#), however tentative, for the [completion](#) unforeseen occurrence.

Response System

The on-going [process](#) place during the life of [project](#) to monitor, [review](#) and [update project risk](#) make the necessary [adjustments](#). [Examination](#)

the various [risks](#) will sl
that some [risks](#) are grea
some [stages](#) of the [projec](#)
[cycle](#) than in others. [D01

Response Time

The amount of [time](#) requ
to react, answer and/or
settle or fix. [D03244]

Responsibility

Charged personally wit
duties, [assignments](#), and
[accountability](#) for [result](#)
associated with a [desig](#)
position in the [organiza](#)
Responsibility can be
delegated but cannot be

shared. [D01701]

Responsibility

The duties, assignments accountability for result associated with a design position in the organiza
The responsibilities of individual persons on specific projects during implementation phase s
be made known through formal, precise stateme
the project brief and in contracts for Consultant
construction contractors
sets of statements should
made known to other

members of the Organization's staff. [D01

Responsibility

✓ The duties, assignment and accountability for r associated with a design position in the organization [D01703]

Responsibility Assignment

The RAM correlates the required by a Contract Breakdown Structure (CWBS) element to the functional organization responsible for accomplishing the assigned tasks. The responsibility

Matrix
("RAM")

[assignment](#) matrix is created by intersecting the [CWE](#) with the [program Organizational Breakdown Structure \(OBS\)](#). This intersection identifies the [account](#). [D01704]

Responsibility Chart

See [Responsibility/Account Matrix](#). [D01705]

Responsibility Charting

The [activity](#) of clearly identifying [personnel](#) and [staff](#) responsibilities for

[task](#) within the [project](#).

Responsibility Matrix

See also [Responsibility Assignment Matrix](#). [D01

Responsibility Matrix

A matrix that maps [WB tasks](#) to the [organization individuals](#) assigned as responsible and those [supporting](#) those responsible. Also called [Task Responsibility Matrix](#).

A [structure](#) which relate

Responsibility / Accountability Matrix ("RAM")

project organization structure to the work breakdown structure to help ensure each element of the project scope of work is assigned a responsible individual. [D01708]

Responsible Organization

A defined unit within the contractor's organizational structure which is assigned responsibility for accomplishing specific or cost accounts. [D01709]

An externally imposed :

Restraint

affecting when an [active](#) be [scheduled](#). The [external factor](#) may be [labor](#), [cost](#), equipment, or other such [resource](#). [D01710]

Restructuring

Changing the shape of. Rearranging. For example, for [purposes](#) of making [organization](#) more effective or efficient. Or, for making the solution to a [problem](#) more transparent. [D03245]

A lot which has been [rejected](#), subjected to e

**Resubmitted
Lot**

examination or testing, both for the purpose of removing all defective which may or may not be reworked or replaced, and submitted again for acceptance. [D01711]

Results

Something obtained by calculation or investigation
Consequences or conclusion
[D03246]

A part of payment withheld until the project is complete in order to ensure satisfaction

Retainage

[performance completion](#)
[contract](#) terms. See also
Holdback. [D01712]

Retainage

✓ A portion of a [contract](#)
[payment](#) that is held until
[contract completion](#) in order
to ensure full [performance](#)
of the contract terms. [D01712]

Retainage

A percentage of a [progress](#)
[payment](#) withheld [based on](#)
unsatisfactory [contract](#)
[progress](#) under a [construction](#)
[contract](#). [D03563]

Retention

A sum of money retained from the customer from each payment which is paid at the end of the project when the product is accepted [D03937]

Return on Investment ("ROI")

The financial return for given outlay, usually calculated in terms of profit value (i.e. today's value of money.) [D02884]

The total income produced

Revenue

a given [source](#). The gross [income](#) returned by an [investment](#). [D03247]

Review

To examine [critically](#) to determine suitability or [accuracy](#). [D01714]

Reviewers

Those responsible for ensuring a [product](#) is [completed](#) and [fault](#) free [quality review](#). [D01715]

Revision

A [change](#) to a [document design](#). [D04224]

Reward

Something that is given in return for good or evil, or received and especially something offered or given for some service or attainment. [D03248]

Reward Power

The ability (of a project manager) to gain support because project personnel perceive the project manager as capable of directly or indirectly dispensing various organizational rewards such as salary adjustments, promotion, bonus, future

[work assignments](#), etc.)

Rework

The [correction](#) of [defec work](#). May take place e before, during or after [inspection](#) or [testing](#). [D

RF

See [Remaining Float](#)

RFA

See [Request for Appropriation](#)

RFC

See [Request for Change](#)

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RFQ — to — Runaway Project

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RFQ

See [Request for Quotation](#)

Risk

✓ The [probability](#) of an [undesirable outcome](#). [D01716] [\[WST\]](#)

([Project Risk](#))
The cumulative effect of the chances of uncertain occurrences which will adversely [affect](#)

Risk

project objectives. It is the degree of exposure to negative events and their probable consequences. project risk is characterized by three risk factors namely: risk event, risk probability and the amount at stake. Risk is the opposite of opportunity.

[RMH]

[D01719]

Risk

The possibility that something can go wrong and interfere with the

completion of the work. [D03729]

[PPS&C:
p341]

An evaluation, based on interviews with senior executives and managers, of the

Risk & Readiness Assessment

[organizations](#)

readiness to

accept the

[change](#) brought

on by the

[project](#).

Conducted for

the benefit of the

[Project Sponsor](#).

[D02235]

[14]

Risk Analysis

A [technique](#)

[designed](#) to

quantify the

[impact](#) of

[uncertainty](#).

Usually, but not

necessarily,

[WST]

associated with
the [Monte Carlo
Simulation
technique](#). [D01720]

Risk Analysis

An [evaluation](#) of
the [feasibility](#) or
[probability](#) that
[outcomes](#) of a
[project](#) or [policy](#)
will be
favorable.
Usually
conducted to
compare two or
more alternative
scenarios, [action](#)

[OTOB
[271-4](#)]

plans, or
policies. [D01721]

Risk Analysis

✓ An
examination of
risk areas or
events to assess
the probable
consequences
for each event,
or combination
of events in the
analysis, and
determine
possible options
for avoidance.
[D03686]

[RMW]

Risk Analysis Histogram

A [view](#) in which the [results](#) of [risk analysis](#) are [displayed](#) as vertical bars, [S-curves](#), or tables against a date scale. [D01722]

[\[WST\]](#)

Risk and

The [process](#) of identifying, analyzing and responding to [risk events](#) throughout the [project life](#)

Contingency Management

cycle in a manner that is in the best interests of the project's objectives and its success indicators.

[D01718]

[PMGdLn]

Risk Assessment

Review, examination and judgment whether or not the identified risks are acceptable in the proposed

[PMK87]

actionss. [D01723]

Risk Avoidance

Planning
activities to
avoid risks that
have been
identified. [D01724]

[WST]

Risk Avoidance

✓ The process
of planning
activities so as
to avoid
identified risks
by using an
alternative

[PNG]

[method](#). [D03938]

Risk Data Applications

✓ The
[development](#) of
a [data base](#) of
[risk factors](#),
[actual](#) responses
and
[consequences](#),
both for the
current [project](#)
and as a matter
of historic
[record](#). [D01725]

[\[RMH\]](#)

The

Risk Data Applications

development of a data base of risk factors both for the current project and as a matter of historic record.

[D01726]

[PMK87]

Risk Deflection

The act of transferring all or part of a risk to another party, usually by some form of contract.

[D01727]

[PMK87]

Risk Event

A discrete occurrence that effects a [project](#).
[D01728]

[\[WST\]](#)

Risk Event

The precise description of what might happen to the detriment of the [project](#). [D01729]

[\[PMK87\]](#)

✓ Precisely what might happen to the [project](#),

Risk Event

including both recurring, scaled, [events](#) and non-recurring, one [time](#) only, or discrete [events](#).
[D03172]

[\[PD-U\]](#)

Risk Event Status

A measure of importance of a [risk event](#). Also referred to as [criterion value](#) or simply its [ranking](#). [D01730]

[\[RMH\]](#)

Risk Factor

Any one of:

1. [Risk Event](#)
2. [Risk Probability](#), [\[RMH\]](#)
or
3. [Amount at Stake](#).

[D01731]

Risk Identification

Determining which [risk events](#) will effect the [project](#). [D01732]

[\[WST\]](#)

Risk Identification

✓ The [process](#) of [systematically](#) identifying all possible [risk events](#) which may [impact](#) on a [project](#). They may be conveniently classified according to their [cause](#) or [source](#) and ranked roughly according to ability to manage effective responses. Not

all [risk events](#)
will [impact](#) all
[projects](#), but the
cumulative
effect of several
risk events
occurring in
conjunction with
each other may
well be more
severe than the
[examination](#) of
the [individual](#)
risk events
would suggest.

[D01733]

Risk Identification

The [identification](#) of [programmatic](#) and [product risks](#) relative to the [project opportunity](#) or [opportunities](#) within the [project](#). [D04225]

[\[CSM\]](#)

Risk Management

✓ An organized [assessment](#) and [control](#) of [project risks](#). [D01682]

[\[PD-U\]](#)

**Risk
Management**

See also [Risk
and Contingency
Management](#)

[D01717]

**Risk
Management**

Organized
[control](#) of [risks](#).

[D01734]

[\[NPMT\]](#)

**Risk
Management**

The art and
science of
identifying,
analyzing and
responding to
[risk factors](#)
throughout the
life of a [project](#)

[\[PMK87\]](#)

and in the best interests of its objectives.

[D01735]

Risk Management

The overall process of managing risk including risk identification, risk analysis, risk reduction, risk transfer, risk avoidance and contingency planning. [D03939]

[PNG]

Risk Management Plan

Part of the program definition statement that contains a record of all the risks in the business environment, and to the program itself.
[D01736]

[WST]

A matrix with risks located in rows, and with

Risk Matrix

impact and likelihood in columns. [D01737]

[WST]

Risk Mitigation

The act of revising the project's scope, budget, schedule or quality, preferably without material impact on the project's objectives, in order to reduce uncertainty on the project.

[PMK87]

[D01738]

Risk Mitigation

✓ Action to reduce, transfer, or eliminate risk. [D04226]

[CSM]

Risk Prioritizing

Ordering of risks according first to their risk value, and then by which risks need to be considered for risk reduction, risk avoidance,

[WST]

and [risk transfer](#).

[D01739]

Risk Prioritizing

✓ The ordering of [risks](#) according to their [risk value](#) and then deciding which need to be considered for [risk reduction](#), [risk transfer](#), [risk avoidance](#), or [contingency allowance](#) etc.

[\[PNG\]](#)

	[D03941]	
Risk Probability	The degree to which the risk event is likely to occur. [D01740]	[PMK87]
Risk Quantification	Evaluating the probability of risk event , effect and occurrence. [D01741]	[WST]
Risk Ranking	Allocating a classification to the impact and	[WST]

likelihood of a
risk. [D01742]

Risk Ranking

✓ The allocation of a classification to the impact or likelihood of a risk. This may be in the form of [PNG] high, medium, low or a numeric classification on a scale of, say, 1 to 5. [D03940]

Risk Reduction

Action taken to reduce the likelihood and impact of a risk.
[D01743]

[WST]

Risk Register

A file that holds all information on identifying and managing a risk. [D01744]

[WST]

Risk Response

The planned or actual action in response to a risk event. [D02994]

[PD-U]

**Risk
Response
Control**

Responding to changes in risk during a project.
[D01745]

[WST]

**Risk
Response
Development**

Developing a plan of action to enhance opportunities and decrease threats. [D01746]

[WST]

The process of formulating

Risk Response Planning

suitable [risk management](#) strategies for the [project](#), including the [allocation](#) of [responsibility](#) to the [project](#)'s various functional areas. It may involve [risk mitigation](#), [risk deflection](#) and [contingency planning](#). It should also make some [allowance](#),

[\[PMK87\]](#)

however
tentative, for the
completely
unforeseen
occurrence.
[D01747]

Risk

The on-going
process put in
place during the
life of the
project to
monitor, review
and update
project risk and
make the
necessary

Response System

adjustments.

[PMK87]

Examination of the various risks will show that some risks are greater in some stages of the project life cycle than in others. [D01748]

A contractual arrangement between two parties for delivery and

Risk Transfer

acceptance of a product where the liability for the costs of a risk is be transferred from one party to the other. [D01749]

[WST]

Risk Value

The number obtained when numeric impact and likelihood values are multiplied. [D01750]

[WST]

The likelihood of an event occurring that is detrimental to project success. Identification of all project risk categories and assessing their probability and impact is an important aspect of project management. Therefore, sufficient time and resources should be

Risk, project risk

devoted to [risk assessment](#) as an integral [part](#) of the [project plan](#). [Managing and controlling risk](#) [\[CCCP\]](#) involves assigning [responsibility](#) to those in the [project team](#) who can best [control](#) the consequence of each [risk](#) category. The [objective](#) is to mitigate

risk/cost on the project.

Unpredictable project risks

should be assumed by the owner since they cannot be costed. [D03089]

Risks are events that if they occur can jeopardize the successful completion of the project.

Risks

Risks should be identified and assessed for probability of occurrence and impact on the project. [D01751]

[WST]

ROI

See Return on Investment

Role

A function or part performed especially in a particular part or process.

[Webster]

Roles

Many aspects of project work are done as a part-time responsibility.

All methodologies recognize that the project manager and all other job titles are role definitions where the role is often fulfilled by

[PNG]

a person who has other roles to fill simultaneously.
[D03942]

Roll Up

On a spreadsheet or [cost report](#), the summation of a column of figures to the next higher level subtotal or total.
[D01614]

[\[PD-U\]](#)

Roll Up

On Gantt Charts, to display symbols on a summary task bar that represents dates from subtasks.
[D01752]

[MSP98]

Rolling Wave

A term used in scheduling to imply detailed planning or scheduling over a short horizon. Each period, the plan is moved forward by a

[PD-U]

corresponding amount. See also [Short Term Plan](#).

[D02996]

Rolling Wave Planning

[Cost](#) and [schedule planning](#) where details are developed for the near term and general [allocations](#) are made for the out [periods](#). Detail is developed for the out [periods](#)

[\[CSM\]](#)

as [information](#)
becomes
available to do
SO. [D04227]

ROM

See [Rough
Order of
Magnitude
Estimate](#)

[Estimated cost](#)
[based](#) on
approximate
[cost models](#) or
[expert analysis](#).
It is usually

**Rough Order
of Magnitude
Estimate
("ROM")**

based on top
level
requirements or
specifications,
and an overall
prediction of
work to be done
to satisfy the
requirements.

The ROM is
usually used for
financial
planning
purposes only.

[D04228]

[CSM]

Any costs or

Royalties

charges in the nature of royalties, license fees, patent or license amortization [costs](#), or the like, for the use of or for rights in patents and patent [applications](#) in connection with [performing](#) a [contract](#) or any [subcontract](#).

[\[GAT\]](#)

[D03565]

Rubber Baselining

An attempt by a [contractor](#) to take far-term [budget](#) and move it into the current [period](#), in an attempt to disguise [cost problems](#).

[Approach](#) will be to move [budget](#), but without a corresponding [value](#) of [work](#), to mask [cost](#) difficulties. It is an indicator of a

[\[WST\]](#)

likely cost
overrun
condition. [D01753]

Rule of Evidence

Determination of
what evidence is
permissible in a
court
proceeding.
[D03249] [PMDT]

Rule of

Some pragmatic
ratio used in
cost estimating
to arrive at some
estimate of cost
such as [PD-U]

Thumb

contingency,
overhead or
other level of
effort activity,
etc. [D03564]

Rules

Certain ways in
which things
must be
accomplished;
guidelines
within which
people and
organizations
must work.
[D02997]

[PMDT]

Rules of Evidence

Rules pertaining to judicial evidence. [D02998]

[SU]

Rules of Evidence

✓ Those rules governing the furnishing of proof. For example, evidence legally submitted to a tribunal to ascertain the truth of the matter. [D03250]

[PD-U]

Runaway Project

A term coined by the consultancy KPMG to identify mainly IT [projects](#) which resist [termination](#).
Typified by a constantly changing [specification](#) and absorption of much extra [resource](#) and [cost](#) in a desperate [effort](#) to get the [project](#)

[\[PNG\]](#)

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S Curve — to — Schedule Variance

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S Curve

A plot of cumulative [progress](#) against [time](#), which, in [practice](#), typically follows the shape of the letter "S". [D01754]

[\[FWH\]](#)

S Curve

The curve of cumulative [project cost](#) plotted against [time](#). [D01755]

[\[CPMUS
176-8\]](#)

✓ A [display](#) of

cumulative
[costs](#), [labor](#)
hours or other
quantities
plotted against
[time](#).

Editor's Note:

*The name
derives from the
S-like shape of
the curve,
flatter at the
beginning and
end and steeper
in the middle,
which is typical
of most
activities (and*

S Curve

[\[WST\]](#)

whole [project](#)).
The beginning represents a slow, deliberate but accelerating start, while the end represents a deceleration as the [work](#) runs out. [D01832]

A [graphical display](#) of the accumulated [costs](#), [labor](#) hours or quantities,

S Curve Tracking

plotted against [time](#) for both [actual](#) and [budgeted](#) amounts to show [actual progress](#) versus [planned](#).
[D01756]

[\[RMW\]](#)

S-Curve

See [S Curve](#).
[D03258]

The condition of being safe from undergoing or causing hurt, injury, or [loss](#).

[\[Webster's\]](#)

Safety

Protection

against failure,
breakage, or
accident. [D03251]

**Salary
Administration**

The formal
system by which
an organization
manages its
financial
commitments to
its employees. It
includes man-
hour accounting
and the
development of

[PMK87]

a logical structure for compensation.

[D01757]

Sales

1. A department responsible for selling
2. The collective amount sold, typically in a given period.

[PD-U]

[D02993]

Salvage

Property that, because of its worn, damaged, deteriorated, or incomplete condition or specialized nature, has no reasonable prospect of sale or use as serviceable property without major repairs, but has some value in excess of its scrap

[GAT]

value. [D03566]

Sample

✓ One or more units of product drawn from a lot or batch, the units of the sample being selected at random without regard to their quality [D01758]

[MIL-S]
105]
[QMPP]

A specific type of attributes sampling plan in

Sample Plan, Multiple

which a [decision](#) to accept or reject an [inspection](#) lot maybe reached after one or more [samples](#) from that [inspection](#) lot have been inspected, and will always be reached after not more than a [designated](#) number of [samples](#) have been inspected.

[D01759]

[MIL-S]
105]
[QMPP]

Sample Size

The number of units of product in the sample selected for inspection.

[D01760]

[MIL-S]
105]
[QMPP]

Sample Unit

A unit of product selected to be part of a sample.

[D01761]

[MIL-S]
109A]
[QMPP]

The number of

**Sample,
Representative**

units selected in proportion to the size of sub-lots or sub-[batch](#)es, or [parts](#) of the lot or [batch](#), identified by some rational [criterion](#). When representative [sampling](#) is used, the units from each [part](#) of the lot or batch [shall](#) be selected at random. [D01762]

[\[MIL-S\]](#)
[105\]](#)
[\[QMPP\]](#)

Sampling

The [technique](#) of selecting a representative [part](#) of a [population](#) for the [purpose](#) of determining [parameters](#) or [characteristics](#) of the whole [population](#). A small [part](#) selected as a [sample](#) for [inspection](#) or [analysis](#). [D02999]

[\[Webster](#)

**Sampling
Frequency ("f")**

The [sampling frequency](#), f , is the ratio between the number of units of [product](#) randomly selected for [inspection](#) at an [inspection](#) station to the number of units of [product](#) passing the inspection station. [D01763]

[\[USDOL
\[QMPP\]](#)

Sampling Plan

✓ A statement of the sample size or sizes to be used and the associated acceptance and rejection criteria. [D01764]

[\[MIL-S109A\]](#)
[\[QMPP\]](#)

A specific type of attributes sampling plan in which the inspection of the first sample leads to a decision to

Sampling Plan, Double

accept, to reject, or to take a second [sample](#). The [inspection](#) of a second sample, when required, then [lead](#)s to a [decision](#) to accept or reject.
[D01765]

[\[MIL-S\]](#)
[105\]](#)
[\[QMPP\]](#)

[Continuous](#). A [specific](#) type of [sampling plan](#) in which the [inspection](#) [periods](#) of 100

Sampling Plan, Multi-Level

percent
[inspection](#) and
two or more
levels of
[sampling](#)
inspection are
alternated with
the [sampling](#)
[frequency](#)
remaining
constant or
changing on the
basis of the
inspection result.
[D01766]

[\[USDOL](#)
[\[QMPP\]](#)

A [specific](#) type

Sampling Plan, Sequential

of [sampling plan](#) in which the [sample units](#) are selected one at a [time](#). After each unit is inspected, the [decision](#) is made to accept, reject, or continue [inspection](#) until the [acceptance](#) or rejection [criteria](#) is met. [Sampling](#) terminates when the [inspection results](#) of the

[\[USDOL](#)
[\[QMPP\]](#)

sample units determine that the acceptance or rejection decision can be made. The sample size is not fixed in advance, but depends on actual inspection results. [D01767]

Sampling Plan,

A specific type of sampling plan in which a decision to

[MIL-S]
105]

Single

accept or reject
an [inspection](#) lot
is [based](#) on a
single [sample](#).

[D01768]

[\[QMPP\]](#)

Sampling Plan, Single-Level

[Continuous](#)) A
[specific](#) type of
[sampling plan](#) in
which the
[inspection](#)
[periods](#) of 100
percent
[inspection](#) and
[sampling](#)
inspection are
alternated with
the [sampling](#) rate

[\[USDOL](#)
[\[QMPP\]](#)

remaining
constant. [D01769]

Sampling, Biased

[Sampling procedures](#)
which will not
[guarantee](#) a truly
representative or
[random sample](#).
[D01770]

[\[MIL-S\]](#)
[109A\]](#)
[\[QMPP\]](#)

SAR

See [Subsequent Application Review](#)

Satisfaction

Fulfillment of a need or want; acceptability.
[D03000]

[\[PD-U\]](#)

SC

See [Scheduled Cost](#)

Scanning

Investigating or examining thoroughly by [checking](#) point-by-point and often repeatedly.
[D03252]

[\[Webste](#)

Scenario Planning

The [planning](#) of responses, i.e. possible courses of [action](#), to sets of imaginary [events](#), typically for [purposes](#) of mitigating [project risks](#).

[D03253]

[\[PD-U\]](#)

Schedule

A [display](#) of [project time allocation](#).

[D01771]

[\[PMK87\]](#)

Schedule

✓ A [time sequence](#) of activities and [events](#) that represent an [operating timetable](#). The schedule specifies the relative beginning and ending times of activities and the occurrence times of [events](#). A schedule may be presented on a [calendar](#)

[\[CCCP\]](#)

[framework](#) or on an [elapsed time](#) scale. [D01772]

Schedule

See also [Project Schedule](#). [D01773]

Schedule

The [timing](#) and [sequence](#) of [tasks](#) within a [project](#), as well as the [project duration](#). The schedule consists mainly of [tasks](#),

[\[MSP98\]](#)

dependencies
among tasks,
durations,
constraints, and
time-oriented
project
information.

[D01774]

Schedule

The timetable
for a project. It
shows how
project tasks and
milestones are
planned out over
a period of time.

[D01785]

[WST]

Schedule

A series of things to be done in [sequence](#) of [events](#) within a given [period](#). A [timetable](#). The result of [Scheduling](#).

[D03687]

[DSMC](#)

Schedule Analysis

See [Network Analysis](#). [D01775]

Schedule

See [Duration Compression](#).

Compression

[D01776]

**Schedule
Control**

Controlling
schedule
changeS. [D01777]

[WST]

Schedule Dates

The start and
finish dates
calculated by the
resource
scheduling
program, having
regard to
resource
constraints as
well as project

[WST]

logic. [D01778]

Schedule Development

Developing a project schedule based on activity sequences, activity durations and resource requirements.
[D01779]

[WST]

The management or rearrangement of the activities in a project

Schedule Management

[schedule](#) to improve the [outcome based](#) on the latest available [information](#).

[D03254]

[\[PD-U\]](#)

Schedule Performance Index ("SPI")

Ratio of [work](#) accomplished versus [work](#) [planned](#), for a specified [time period](#). The [SPI](#) is an [efficiency](#) rating for [work](#) accomplishment, comparing work

[\[WST\]](#)

accomplished to
what should
have been
accomplished.
[D01780]

**Schedule
Performance
Index ("SPI")**

✓ The ratio of
work performed
to work
scheduled
(BCWP/BCWS).
See Earned
Value. [D01781]

[PMK96]

The rework,
redefinition or

Schedule Refinement

modification of the logic or data that may have previously been developed in the planning process as required to properly input milestones, restraints and priorities. [D01782]

[PMK87]

Schedule

In the context of scheduling, a change in the network logic or in resources

[PMK87]

Revision

which requires redrawing [part](#) or all of the [network](#). [D01783]

Schedule Risk

The potential [problems](#) the [team](#) might encounter in [meeting](#) the deadlines for the final [deliverable](#). [D02207]

[\[PMMJ9\]](#)

Schedule

See [Scope](#)

Status

[Reporting](#). [D01784]

**Schedule
Update**

[Revision](#) of the
[schedule](#) to
reflect the most
current
[information](#) on
the [project](#).
[D01786]

[PMK87](#)

Any difference
between the
[projected](#)
[duration](#) for an
[activity](#) and the
[actual duration](#)

Schedule Variance

of the [activity](#).
Also the
difference
between
[projected](#) start
and [finish dates](#)
and [actual](#) or
revised start and
[finish dates](#).

[D01787]

[\[PMK87\]](#)

Schedule Variance

The difference
between the
[budgeted cost of
work performed](#)
and the [budgeted
cost of work](#)

[\[WST\]](#)

scheduled at any point in time (BCWP - BCWS). [D01788]



1. Any difference between the scheduled completion of an activity and the actual completion of that activity.

**Schedule
Variance**
("SV")

[PMK96]

2. In Earned Value, BCWP less BCWS.

[D01789]

The difference between BCWP and BCWS and shows how current schedule compares with the baseline schedule(in terms of time progress). This can be shown as

Schedule Variance ("SV")

a numeric difference, where positive values indicate that the schedule is ahead of the baseline schedule and negative values which indicate that work is behind schedule. It can also be expressed as a percentage such as : $SV(\%) = \frac{(BCWP - BCWS)}{BCWP} \times 100$

[PMST]

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Schedule Work Unit — to — Scope Performance/Quality

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Term	Definition (links in blue; ✓ signifies	Source
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	Editor's Choice)	
Schedule Work Unit	A calendar time unit when work may be performed on an activity. [D01790]	[PMK87]
Scheduled Cost ("SC")	The total cost of work when completed as calculated according to the current schedule.	[PMST]

[D03609]

Scheduled Cost of Work

See [Budgeted
Cost of Work
Scheduled](#).

[D03255]

Scheduled Finish

The date
calculated by
the [resource
scheduling
program](#) as the
earliest date
on which an
[activity](#) can
[finish](#), having

[\[WST\]](#)

regard to [resource constraints](#) as well as [project logic](#). [D01792]

**Scheduled
Finish Date**
("SF")

The date [work](#) was [scheduled](#) to [finish](#) on an [activity](#). The [scheduled finish](#) date is normally within the [range](#) of dates delimited by the [early finish](#)

[PMK96]

date and the
late finish
date. [D01793]

Scheduled Network

A network of
project
activities for
which time
planning has
been done.
[D01794]

[NPMT]

The ratio of
BCWP to
BCWS i.e. SPI
= BCWP /
BCWS. A

**Scheduled
Performance
Indicator
("SPI")**

positive [value](#)
(i.e. greater
than 1)
indicates that
[work](#) is ahead
of [schedule](#). A
negative [value](#)
(i.e. less than
1) indicates
that [work](#) is
behind
[schedule](#)
[D03610]

[\[PMST\]](#)

**Scheduled
Performance
Ratio ("SPR")**

See [Scheduled
Performance
Indicator](#)

[\[PMST\]](#)

[D03611]

Scheduled Start ("SS")

The date calculated by the [resource scheduling program](#) as the earliest date on which an [activity](#) can start, having regard to [resource constraints](#) as well as [project logic](#). [D01795]

[\[WST\]](#)

**Scheduled
Start Date
("SSD")**

The date work
was scheduled
to start on an
activity. The
scheduled start
date is
normally
within the
range of dates
delimited by
the early start
date and the
late start date.

[PMK96]

[D01796]

✓ The process

Scheduling

of converting a general or outline plan for a project into a time-based schedule based on available resources and time constraints.

[CCCP]

[D01797]

The process of determining when project activities will take place

Scheduling

depending on
defined
durations and
precedent
activities.

Schedule
constraints

specify when
an activity
should start or
end based on
duration,
predecessors,
external
predecessor
relationships,
resource
availability, or

[WST]

[PMST]

target dates.

[D01798]

Scheduling

The
recognition of
realistic time
and resource
restraints
which will, in
some way,
influence the
execution of
the plan. [D01799]

[PMK87]

Scheduling

Time planning.

[D01800]

[NPMT]

Scheduling

The determination of when a series of activities should start, and when they should finish, typically in relation to many other activities.

[D03688]

[RMW]

Determination

Scheduling

of the best means for achieving a [project's](#) general and [specific schedule objectives](#). This involves [identification](#) and [\[PNG\]](#) optimization of the [project's](#) overall and [stage schedule requirements](#), [resource availability](#)

and internal
[external](#)
[constraint](#) and
[activity](#)
sequencing.
[D03944]

There are a
large variety
of [scheduling](#)
[techniques](#)
available to
the [project](#)
practitioner for
both
[determination](#)
and
[presentation](#).

Scheduling Techniques

For example, [arrow diagramming](#), [logic networks](#), [bar charts](#), [PERT](#), [trending](#), the use of a variety of [software](#), and so on. [D03256]

[\[PD-U\]](#)

Scientific Wild

A rapid [estimate based](#) on personal [experience](#).

**Anatomical
Guess
("SWAG")**

Sometimes
used in [cost](#)
and [schedule](#)
predictions.
[D04229]

[\[CSM\]](#)

Scope

The
combination of
all [project](#)
[goals](#) and
[tasks](#), and the
[work](#) required
to accomplish
them. [D01801]

[\[MSP98\]](#)

The sum of the

Scope

products and services to be provided as a project. [D01802]

[PMK96]

Scope

The sum of work content of a project.
[D01803]

[WST]

The work content and products of a project or component of a project. Scope is fully

Scope

described by naming all activities performed, the [resources](#) consumed and the end [products](#) which result, including [quality standards](#). A statement of scope should be introduced by a brief background to the project, or

[\[PMK87\]](#)

component,
and the general
objective(s).

[D01804]

Scope

The bounded
set of
verifiable end
products, or
outputs, which
the project
team

undertakes to
provide to the
project
sponsor. The
required set of

[FWH]

[CCCP]

end [results](#) or [products](#) with specified physical or functional [characteristics](#).
[D01805]

Scope

The [deliverables](#) that will be produced by the [project](#).
[D02208]

[\[PMMJ97\]](#)

✓ The

Scope

[definition](#) that describes the [project's product deliverables](#).

[\[CRMP\]](#)

See also [Managing Scope](#). [D03765]

Scope Allowance

See [Contingency Reserve](#).

[D02372]

Scope Baseline

See also [Baseline](#).

[D01806]

Scope Baseline

Summary description of the [project](#) or [component](#)'s original [content](#) and end [product](#) including basic [budgetary](#) and [time constraint data](#). [D01807]

[PMK87]

[Approval](#) of the [scope baseline](#) by the

**Scope
Baseline
Approval**

appropriate
[authority](#)
([project](#)
[sponsors](#) and
senior [project](#)
[management](#)
[staff](#)). [D01808]

[\[PMK87\]](#)

**Scope
Boundaries**

The [team](#)
determines
what
[processes](#) are
included in the
[project](#) and
which are
excluded. They
also decide

[\[PMMJ97\]](#)

what
processes or
projects might
be affected by
or affect the
project. [D02209]

Scope Change

A deviation
from the
originally
agreed project
scope. [D01809]

[PMK87]

Any change in
a project
scope that

Scope Change	requires a <u>change</u> in the <u>project's cost</u> or <u>schedule</u> . [D01810]	<u>[WST]</u>
---------------------	--	--------------

Scope Change	 Any <u>change</u> to the <u>project scope</u> . A <u>scope change</u> almost always requires an <u>adjustment</u> to the <u>project cost</u> or <u>schedule</u> . [D01811]	<u>[PMK96]</u>
---------------------	---	----------------

Scope Change Control

Controlling changes to the scope. [D01812]

[WST]

Scope Constraints

Applicable restrictions which will affect the scope. [D01813]

[PMK87]

Scope Cost

Basic budgetary constraints.
[D01814]

[PMK87]

Scope Creep



A

progressive
increase in
scope. As
some projects
progress,
especially
through
development,
requirements
continuously
change
incrementally,
causing the
user or
developer to
add to the
project

[PD-U]

mission or
objectives, i.e.
with more
work
involved, and
consequent
increases in
the time and
budget
required.
[D02279]

The term often
used to
describe the
continual
extension of

Scope Creep

[PNG]

	the scope of some projects . Often leading to a runaway project . [D03945]	
Scope Criteria	Standards or rules composed of parameters to be considered in defining the project . [D01815]	[PMK87]
	Breaking down a deliverable	

Scope Definition

in to smaller
manageable
[parts](#) to ensure
better [control](#).
[D01816]

[\[WST\]](#)

Scope Description

A detailed
description of
the final
[deliverable](#)
[D02210]

[\[PMMJ97\]](#)

Scope

Points of
interaction
between the
[project](#) or its

Interfaces

[components](#)

[\[PMK87\]](#)

and its/their
respective
environments.

[D01817]

Scope Management

✓ The function
of [controlling](#)
a [project](#) in
terms of its
[goals](#) and
[objectives](#)
through the
[processes](#) of
[conceptual](#)
[development](#),
full [definition](#)

[\[PMK87\]](#)

	or scope statement, execution and termination. [D01818]	
Scope Management	The function of developing and maintaining project scope. [D01819]	[FWH]
Scope of	A chronological description of the work to be	[WST]

Work

accomplished
or [resources](#) to
be supplied.
[D01820]

**Scope of
Work**

A narrative
description of
the [work](#) to be
accomplished
or [resource](#) to
be supplied.
[D01821]

[\[PMK87\]](#)

A statement of
the [work](#)
[content](#) of a

Scope of Work

project
required to
achieve the
project scope.

The work
content of a
project is the
sum of all
necessary
tasks and
activities
required to
complete the
project scope
in its entirety
(i.e. its
complete work
breakdown

[PMGdLns]

[structure](#)). See also [Work Scope](#). [D01822]

The [work content](#) of a [project](#) or any [component](#) of a [project](#), such as a [work package](#) or a [cost](#) class, e.g., a summary description of the [work](#) involved in constructing a

Scope of Work

[\[CCCP\]](#)

project.

Editor's Note:

Scope of Work describes the work involved in producing the product of the project, whereas

'Scope' or the

'Scope Statement'

describes the resulting

product. [D01823]

Scope of Work

✓ The [work](#) involved in the [design](#), [fabrication](#) and [assembly](#) of the [components](#) of a [project's deliverable](#) into a [working product](#). [D02625]

[23]

Scope Performance /

Basic [objective](#) of the [project](#). Defines the [characteristics](#)

[PMK87]

Quality

of the [project](#)'s
end [product](#) as
required by the
[sponsor](#). [D01824]

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Scope Quality — to — SF

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Term	Definition (links in blue;  signifies Editor's Choice)	Source
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Scope Quality

The degree to which the final deliverable meets the customer's acceptance criteria. [D02211]

[PMMJ97]

A process of periodically documenting the status of basic project parameters during the course of a project. The three areas of scope reporting are:

Scope Reporting

- Cost Status: as affecting financial status.
- Schedule Status: as affecting time constraint status.
- Technical Performance Status: as affecting quality.

[PMK87]

[D01825]

Scope Risk

The potential [problems](#) the [team](#) might encounter in creation of a final [deliverable](#). Also known as [technical risk](#).

[D02212]

[\[PMMJ97\]](#)

Scope Risk Limits

The limit for how much [risk](#) the [organization](#) is willing to accept in the creation of the [deliverables](#).

[D02213]

[\[PMMJ97\]](#)

**Scope
Schedule**

Basic [time constraints](#). [D01826]

[\[PMK87\]](#)

**Scope
Statement**

✓ A [documented](#) description of the [project](#)'s output or [deliverables](#). [D01827]

[\[PMK87\]](#)

**Scope
Statement**

A summary description of the [project](#)'s [measurable products](#), intermediate or

[\[CCCP\]](#)

end-items, or
deliverables.

[D01828]

Scope Verification

Ensuring all
identified project
deliverables have
been completed
satisfactorily.

[D01829]

[WST]

An account or
reckoning. A
number that
expresses
accomplishment
or excellence (as

Score

in [quality](#)) either absolutely in points gained or by [comparison](#) to a [standard](#). Success in obtaining something. [D03257]

[\[Webster\]](#)

**Scoring
Plan**

Scoring [plans](#) provide [guidance](#) to [proposal](#) evaluators to ensure an orderly and uniform [approach](#) for evaluating

[\[CSM\]](#)

proposals. It is
part of the Source
Selection Plan.

[D04230]

SCR

See System
Concept Review.

Scrap

Property that has
no value except
for its basic
material content.

[PD-U]

[D03567]

Techniques used
for reviewing,

Screening

analyzing, [ranking](#) and selecting the best alternative for the proposed [action](#). [D01830]

[\[PMK87\]](#)

Screening Inspection

[Inspection](#) in which each item of [product](#) is inspected for [designated characteristics](#) and all [defective items](#) are removed. [D01831]

[\[MIL-STD 109A\]](#)
[\[QMPP\]](#)

SDL

See [Software Development Library](#)

SDR

See [System Design Review](#)

SDWT

See [Self Directed Work Teams](#)

Sealed

A [method](#) of [contracting](#) in which [competitive](#) bids are opened in

Bidding

public and
awards made on
the basis of
lowest price of a
compliant bid.

[D03568]

[PD-U]

**Second
Source**

An acquisition
strategy to
approve two (or
more) capable
suppliers. [D04231]

[CSM]

**Secondary
Float**

The difference
between the CPM
calculated early

[PMK87]

("SF")

[finish](#) and the
[imposed finish](#)
date. [D01833]

Sector

1. A
sociological,
economic, or
political
subdivision
of society.
2. A
subdivision
of a track on
a [computer](#)
disk.

[\[Webster\]](#)

[D03259]

Sectors

A breakdown structure of enterprises based on technology in the economic system, i.e. the industrial production of goods according to three classifications: consumer, durable and capital goods, extended to include software, infrastructure, etc.

[D04331]

[MEMOPT]

1. Freedom from danger, i.e. [safety](#).
2. Freedom from fear or anxiety, e.g. from the prospect of being laid off, i.e. job security.
3. Something given, deposited, or pledged to make

Security

- certain the fulfillment of an obligation.
4. An evidence of debt or of [Webster] ownership (as a stock certificate or bond).
5. Measures taken to guard against espionage or sabotage, crime, attack, or

escape.

6. An [organization](#) or [department](#) whose [task](#) is security.

[D03260]

Security Acceptance Letter

A letter prepared by the [executive](#) after [review](#)ing [security](#) aspects of the [completed project](#). [D03946]

[\[PNG\]](#)

Security Plan

A [plan](#) to abide by [security measures](#) related to the [project](#).

[D01834]

[\[WST\]](#)

Segment

A grouping of functionally related [elements](#) at a common [location](#). Level 2 in the [system hierarchy](#). [D04232]

[\[CSM\]](#)

The [process](#) of singling out from

Selection

a number or group according to fitness or preference. [D03261]

[\[Webster\]](#)

Self Directed Work Teams ("SDWT")

[Teams](#) whose members are sufficiently motivated and capable, and [knowledgeable](#) of their [project objectives](#), that they are able to perform under self-[supervision](#), or with minimal

[\[PD-U\]](#)

management
supervision.

[D03262]

Self- Inspection

The individual
performing the
task also conducts
the measurements
to ensure
conformance to
the requirements
/specification.

[D01835]

[PMK87]

[QMPP]

✓ A service by a
company or

organization that is responsible for inspection of its own work.

Editor's Note:

Where the results of the inspection are critical to

public safety and confidence, self-inspection should be avoided

because of the real or perceived conflict of interest and the consequent lack of credibility.

[D03266]

**Self-
Inspection**

[PD-U]

Self-Insurance	A <u>company</u> 's own <u>insurance</u> fund created to protect the <u>company</u> against <u>claims</u> upon it. [D03263]	<u>[PMDT]</u>
Seller	The <u>organization</u> under <u>contract</u> to a <u>buyer</u> . [D04233]	<u>[CSM]</u>
Seller's Market	A <u>market</u> that favors the <u>seller</u> . [D03264]	<u>[PMDT]</u>

Selling

✓ The process of getting someone to buy the product or service being offered by the organization. This [CRMP] can significantly affect the way a project is conceived and managed. [D03764]

Selling

The identification of a customer and closing a sale of [SU] an existing

product. [D04304]

Semantics

The language used to achieve a desired effect on an audience.

[D01836]

[PMK87]

A drawing in which the positioning of the activities is modified somewhat by some date. Unlike true time-scaled drawings in

Semi-Time-Scaled Logic Drawing

which all horizontal positions correspond to a point in [time](#), semi-[time scaled logic drawings](#) simply group activities whose dates fall within a [specific time period](#). [D01837]

[\[WST\]](#)

Senior

The [role](#) on the [project board](#) that represents the

Technical

interests of the
development and
operational
organizations.

[D03947]

[\[PNG\]](#)

**Senior
User**

A member of the
project board
who represents
the interests of
users and others
affected by the
project. [D01838]

[\[WST\]](#)

✓ The role on the
project board

**Senior
User**

representing the
interests of [users](#)
and other
functions [affected](#)
by the [project](#).

[D03948]

[\[PNG\]](#)

Sensitivity

The capacity of a
[system](#) to respond
to stimulation.

Awareness of the
[needs](#) and
emotions of
others to avoid
hurt. [D03267]

[\[PD-U\]](#)

Sensitivity Analysis

A method of testing the degree of sensitivity of a system, whether physical or notional, to incremental changes to its variables. This analysis enables the determination of those variables that are the most significant, and possibly the selection of the best or optimal settings or

[PD-U]

solution to a
problem. [D03268]

Sequence

The order in which activities will occur with respect to one another. This establishes the priority and dependencies between activities.
Successor and predecessor relationships are developed in a

[WST]
[PMST]

[network](#) format.

This allows those involved in the [project](#) to visualize the [work flow](#). [D01839]

**Service and
Support
Personnel**

Those [individuals](#) [working](#) in functions such as [personnel](#), [accounting](#), [maintenance](#), and legislative relations that are needed to keep the "primary

[\[PMK87\]](#)

functions"
[operating](#)
effectively. [D01840]

Service Contract

A [Contract](#) for a
[Contractor's time](#)
and [effort](#) rather
than for a [specific](#)
end [product](#).
[D03689]

[RMW]

Service Liability

See [Product
Liability](#) [D01292]

Useful [labor](#) that

Services

does not produce a tangible commodity, typically [professional](#) or [technical](#) in the [project environment](#).

[D02872]

[\[Webster\]](#)

The [assembly](#) and arrangement of the [tools](#) and apparatus required for the [performance](#) of an [operation](#). The preparation

Setup

necessary for the commencement of a [task](#). To put someone in a compromising position. A [software](#) executable [program](#) for the [installation](#) of a [software](#) [application](#) on some [computer](#) platforms. [D03269]

[\[PD-U\]](#)

SF

See [Level](#)
[Finish/Schedule](#)

SF	See Scheduled Finish Date	
SF	See Secondary Float	

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Shall — to — Software Engineering

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Term	Definition (links in blue;  signifies Editor's Choice)	So
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Shall	The use of the word 'shall' in contract language means that 'you must'. [D03569]	[PI]
Shareholders	Those who own or hold shares in a property. [D03270]	[W]
Shipment	Freight transported or to be	[G]

transported.

[D03570]

Drawings
submitted by the
construction
contractor or a
subcontractor
showing in
detail:

1. The
proposed
fabrication
and
assembly
of
structural

Shop Drawings

- [elements](#)
2. The [installation](#) (i.e., form, fit, and attachment details) of [materials](#) or equipment, or
3. Both.

[D03571]

An [inspection](#)

Shop Inspection

of fabricated or assembled [parts](#) at the manufacturer's [plant](#) prior to [shipment](#) to the [project site](#).

[D03271]

[\[PI\]](#)

Short Term

Anything occurring over a short [period](#) of [time](#), typically in the immediate future [D03015]

[\[PI\]](#)

Short Term Plan

A short [duration schedule](#), usually 4 to 8 weeks, used to show in detail the activities and responsibilities for a [particular period](#). A [management technique](#) often used "[as needed](#)" or in a [critical](#) area of the [project](#).

[D01841]

[P]

Short Term Plan

✓ A schedule typically covering the work to be done over the next reporting period and showing it in considerable detail. Ideally, it should show the actual work being done at the end of the previous period to demonstrate continuity, and

extend well into the next [reporting](#) period to indicate anticipated work in that following period. [D02262]

Short Term Schedule

See [Short Term Plan](#). [D01842]

An [estimate](#) of the [cost](#) of a [product](#) or

Should-Cost Estimates

service used to provide an [assessment](#) of the reasonableness of a prospective [contractor's](#) proposed [cost](#).

[D01843]

[\[P\]](#)

Show Stopper

An [event](#) or condition serious enough to halt or severely impede a [project](#) unless

[\[D\]](#)

confronted and
eliminated.

[D03690]

Sign-Off

The formal acceptance of a planned or proposed course of action, constituting authority for the planner or proposer to proceed with the action. Key sign-offs in the project life-

[C]

[cycle](#), by [Owner](#) and [User](#), occur at the conclusion of the [concept](#) and [planning phase](#)S. [D01844]

Simulation

See also [Computer Modeling](#).
[D03090]

The imitative representation

Simulation

of the functioning of one [system](#) or [process](#) by means of the functioning of another. for example, simulation by either physical or mathematical [modeling](#).

[D03272]

Simultaneous Engineering/Design

See [Concurrent Engineering](#).

[D03273]

Site

The [location](#) and ground occupied, or to be occupied, by the [project](#). [\[PI\]](#)
[D03274]

Site Instruction

See [Field Clarification](#).
[D00849]

Site Layout

The physical [configuration](#) of the facilities to be built on a [site](#). The act of [\[PI\]](#)

'laying out' the
[site](#) for
[construction](#)
[purpose](#)s. [D03275]

Site Preparation

The physical
preparation of a
[site](#) ready for
commencement
of [construction](#),
such as simply
establishing
[access](#), or its
preparation
prior to the
main
[construction](#)

[PI](#)

with a major [effort](#) such as reducing the topography to a common level.

[D03276]

Site Works

[Works](#) on a [site](#) that are generally auxiliary to the main [facility](#), such as the [installation](#) of utilities and roads. [D03277]

[\[PI\]](#)

Situation Analysis

A description of all relevant aspects of the current situation. [D01845]

[\[N\]](#)

Situation Planning

The [design](#) of [process](#), [organization](#), etc. [based](#) on an [analysis](#) of the current [project](#) situation. [D01846]

[\[N\]](#)

Situational

The way in which something is placed in relation to its surroundings. The [conditions](#) associated with [position or place of employment](#). The relative position or combination of circumstances at a [certain](#) moment. [D03278]

Sizing Estimate

See [Estimate Class C](#) [D02239]

[16

Skill

An ability and [competence](#) learned by [practice](#). [D01847]

[P

Skill Groups

Some [computer packages](#) allow the [definition](#) of [resources](#) by their [skills](#). The [scheduling algorithm](#) then chooses the

[W

most appropriate [resource](#) for an [activity based](#) on its [availability](#) and [skill](#). [D01848]

Skills

A feature of hierarchical [resources](#) that allows you to assign an [attribute](#) to a [resource](#), and to [w](#) [define the resource](#)

requirement for
an activity in
terms of that
attribute. [D01849]

Skunk Works

✓ An American
slang term
coined to refer
to a group who
are seen to be
not part of the
formal
organizational
hierarchy and
hence are
relatively free
of executive

[PI]

interference.
They are left to
do 'their own
thing',
apparently very
successfully.
[D03279]

Skunk Works

See also [Quick
Reaction
Capability](#).
[D04209]

A collocated
[project
environment](#) to
shorten

Skunk Works

[communication paths](#) and to keep functional contributors close to one another and to the [project activity](#) centers.

Editor's Note: [C
The 'global economy' has made the 'virtual [team](#)', a [team](#) connected only by the [information](#) highway, a real

*necessity and
the antithesis
of a skunk
[works](#).* [D04234]

Slack

See also [Float](#).
[D01850]

Slack

Term used in
[PERT](#) for [float](#). [\[P\]](#)
[D01851]

Originally the
[flexibility](#) in the
dates of an
[event](#) in an

Slack

activity on
arrow network
i.e. late event
time - early
event time.
Latterly used
synonymously
with float,
mainly in
software
originating in
America. [D03949]

[P]

In a network
diagram, the
amount of time
on any path

Slack Time

other than the critical path that is the difference between the time to a common node on the critical path and the other path.
[D01856] [SI 9]

Slack Time

✓ The amount of time a task can slip before it affects another task's dates or the

[M]

project finish
date. [D01857]

✓ The amount of time a task has been delayed from its original baseline plan. The slippage is the difference between the scheduled start or finish date for a task and the baseline start or finish

Slippage

date. Slippage can occur when a baseline plan is set and the actual dates subsequently entered for tasks are later than the baseline dates or the actual durations are longer than the baseline plan durations.

[D01858]

Slippage

The amount of slack or float time used up by the current activity due to a delayed start. If an activity without float is delayed, the entire project will slip. [D01859]

[W]
[P]

Smoothing

Differences between two groups are played down and the strong

[P]

points of [agreement](#) are given the most attention. [D01860]

This refers to a [resource-scheduling option](#) that modifies the way [time-limited scheduling](#) (and [resource-limited with thresholds](#)) [works](#). The

Smoothing

objective of time-limited scheduling is to minimize the maximum extent that each resource availability needs to be exceeded, and the standard algorithm gives itself the maximum flexibility to achieve this by making use of any excess [w]

already
incurred. The
smoothing
option modifies
this so that it
will not use the
excess for a
particular
activity unless
necessary in
order to
schedule that
activity within
its total float.

[D01861]

Relating to

Social

human society, the interaction of the [individual](#) and the group, or the welfare of human beings as members of society. Tending to form cooperative and [interdependent relationships](#) with others of one's kind.

[D03280]

[W]

Social Factors

The [values](#), beliefs, traditions, and [attitudes](#) of the people, e.g. of the [Project Team members](#), [Stakeholders](#). [\[PI\]](#)

Editor's Note:
See also
[Culture](#), and
[Project Culture](#). [D02331]

An undesirable condition in

Social Loafing

which [individuals](#) who are [working](#) on a [project](#) fail to take initiative because they believe that someone else will do it, or should do it (because it is someone else's [responsibility](#).)

*Editor's Note:
Often as a
result of some
personal hurt
and feeling of*

resentment.

[D02339]

Socioeconomic

Relating to both [social](#) and economic [factors](#), or involving a combination of both, [D03281]

[\[W\]](#)

A [project](#) which is intended to bring about some form of

Soft Project

change, e.g. a relocation or re-organization, and does not have physical end products.
[D03950]

[P]

Skills such as team building, conflict management and negotiation. Too much emphasis is often placed on the hard skills in project

[P]

Soft Skills

[management.](#)

Soft skills
should not be
underestimated
as a vital [part](#)
of the [project](#)
[manager's](#)
competencies.
[D01862]

Software

See [Computer](#)
[Software.](#)
[D03283]

The [process](#) by
which [user](#)

Software Development

needs are translated into software requirements; software requirements are translated into design; the design is implemented in code; and the code is tested, documented, and certified for operational use.

[D04235]

[C]

A controlled collection of software, documentation, and associated tools and procedures used to facilitate the orderly development and subsequent support of software. The SDL includes the Development Configuration

Software

Development Library ("SDL")

as [part](#) of its [contents](#). An [SDL](#) provides storage of, and [controlled access](#) to, software and [documentation](#) in human-readable form, machine-readable form, or both. The library may also contain [management data](#) pertinent to the [software](#)

development project. [D04236]

Software Development Plan

A document describing a developer's plans for conducting software development.
[D04237]

[C]

That field within computer science responsible for

Software Engineering

the establishment and use of sound engineering [principles](#) and [methods](#) in order to economically obtain reliable and functional [software](#). [D01863]

[S1
9]

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Software Product Specification — to — SPR

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	So
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**Software
Product
Specification**

Consists of the [Software Design Document](#) and [source code](#) listing for a [Computer Software Configuration Item](#).
[D04238]

[\[CS\]](#)

**Software
Project**

A [project](#) in which the [principal deliverable](#) item is a [report](#) or other form of [documentation](#), such as a [computer program](#). [D01864]

[\[SP\]](#)
[2\]](#)

Software Quality Assurance

The [design](#) and [implementation](#) of [design](#) features and [procedures](#) to ensure that [software](#) [requirements](#) and [specifications](#) can be verified. [D01865]

[SU]

Software Specification

A [control gate](#) at which the Provider [reviews](#) the functional [performance](#) [specifications](#) of the [software](#) and

[VP]

Review

firmware
configuration items.
The SSR is the
decision point to
proceed with
preliminary design.
[D01866]

4]

Sole Source

Only one source
which could fulfill
the requirements of
the procurement.
[D01286]

[PM

✓ The only qualified
source possessing a
unique and

Sole Source

singularly available performance capability for the purpose of a contract award. [D04239]

[CS]

Sole Sourcing

A contract for the purchase of supplies or services that is entered into or proposed to be entered into after soliciting and negotiating with only one source. [D03572]

[GA]

Sole Sourcing

The [acquisition](#) of [supplies](#) or [services](#) after soliciting and [negotiating](#) with only one [source](#). [D03691]

[RM]

Solicitation

The [process](#) of obtaining quotes, bids or [proposals](#). [D01867]

[WS]

Solicitation

The [process](#) of issuing a [document](#) requesting submission of an [offer](#), quote, or

[GA]

information and
obtaining responses.
[D03573]

Solicitation

✓ An invitation to
prospective bidders
to respond to a
request for proposal,
or quotation. [D03692]

[RM]

Solicitation Planning

Identifying targets
for quotes, bids or
proposals. [D01868]

[WS]

A systematic process
of evaluating

Solution Selection

available [options](#) relative to established [requirements](#) and choosing the most beneficial. [D03284]

[\[PD-](#)

Solving

Finding a solution, explanation, or answer. [D03285]

[\[We](#)

Source

A point of origin for [information](#) or for [procurement](#). A firsthand [observation](#), or

[\[We](#)

document as a
primary reference
work [D03286]

Source Code

Programming
language software
before translation
into machine-
executable
instructions. [D04021]

[CSI]

A list of contractors
judged capable by
the procuring
organization from
which bids,

Source List

[proposals](#), or quotations may be solicited.

[Verification](#) of [contractor capability](#) typically involves [review](#) of [financial status](#) and past [performance](#), as well as on-[site review](#) of facilities and [personnel](#). [D04240]

[\[CSI\]](#)

Source Selection

✓ Choosing from potential [contractors](#). [D01869]

[\[WS\]](#)

**Source
Selection, in
procurement**

The process of selecting organizations and/or individuals whose resources, credibility and performance are expected to meet the contract/procurement objectives. [D01287]

[PM]

Sourcing

The determination of sources from which goods and/or services may be obtained to meet the

[PD-

needs of a project.

[D03287]

SOW

See Statement of Work

Span Activity

See Hammocks.

[D01870]

Special Conditions

A section of a set of contract documents that set out any special requirements for the work, or conditions under

[PD-

which it is to be conducted, and which are [specific](#) to the [contract](#) at hand. [D03288]

Special Requirements

See [Special Conditions](#). [D03289]

Specialist

One who specializes in a [particular](#) occupation, [practice](#), [\[We](#) learning. [D03290]

Specific

Restricted to a particular individual, situation, relation, or effect. [We
Free from ambiguity.
[D03291]

Specification

(In Contract/Procurement Mgt.)
Written pictorial or graphic information [PM
which describes,
defines or specifies
the services or items
to be procured.
[D01871]

Specification

A [document](#) intended primarily for use in [procurement](#), which clearly and accurately describes the essential and [technical requirements](#) for [items](#), [materials](#)s, or [services](#), including the [procedures](#) by which it will be determined that the [requirements](#) have been met.

[Specifications](#) for [items](#) and [materials](#)s may also contain

preservation,
packaging, packing
and marking
requirements. [D01872]

Specification

An information vehicle that provides a precise description of a specific physical item, procedure, or result [PM] for the purpose of purchase and/or implementation of the item or service. [D01873]

Specification

✓ The [document](#) that [prescribes](#) the [requirements](#) with which the [product](#) or [services](#) has to conform. [D01874]

[\[ISC\]](#)
[\[QM\]](#)

Specification Change Notice

A [document](#) used to propose and communicate [specification change](#)s. [D04241]

[\[CS\]](#)

A [system](#) for assuring that [project](#)

Specification Control

specifications are prepared in a uniform fashion and only changed with proper authorization.
[D01875]

[PM

Specify

To name or state explicitly or in detail. To include as an item in a specification. To describe a set of detailed requirements. [D03292]

[We

Speed Reading

A [method](#) of reading rapidly by skimming.
[D01876]

[\[PM\]](#)

Spending Estimate

An [estimate](#) of how much money will be spent by type of [expense](#). [D02214]

[\[PM\]](#)

Spending Forecast

An [estimate](#) of how much money will be spent by [time period](#).
[D02215]

[\[PM\]](#)

Spending

The limit for [project](#)

[\[PM\]](#)

Limit	spending. [D02216]	
Spending Plan	The total <u>budgeted</u> funds, <u>based</u> on the same subcategories as the <u>cost plan</u> , for a given <u>task</u> area over a given <u>fiscal year</u> . [D01877]	<u>IWS</u>
Spending Plan Adjustments	A form used to <u>change</u> and <u>authorize</u> a <u>spending plan adjustment</u> during a <u>fiscal year</u> . The form explains why the	<u>IWS</u>

Form

[spending plan](#) and the [cost plan](#) do not match. [D01878]

Spent Cost

See [Actual Cost of Work Performed](#)
[D03613]

SPI

See [Schedule Performance Index](#)

SPI

See [Scheduled Performance Indicator](#)

Spiral

Winding around a center or axis and gradually receding from or [approaching](#) it. A helical.

Advancing to higher levels through a series of cyclical movements.

Editor's Note:

Hence the phrase "Spiraling out of [control](#)." [D03293]

[\[We](#)

Split

Dividing a [task](#) into two [sequences](#) or [tasks](#). [D01879]

[\[OT](#)
[271-](#)

Split Task

A [task](#) divided into two or more portions, with [time](#) gaps between one portion and another that indicate an [interruption](#) in [work](#) on the [task](#). [D01880]

[MS](#)

In [resource scheduling](#), it is possible to [specify](#) that an [activity](#) may be [split](#) if this [results](#) in an earlier

Splitting

scheduled finish date. This means that the specified duration may be divided into two or more pieces, while retaining the specified profile for resource requirements relative to this split duration. [D01881]

[WS]

The generic name given to the source of the project manager's authority.

Sponsor

The sponsor may be [owner](#), financier, [client](#) etc., or their delegate ñ see [Executive Authority](#).
[D01882]

[\[FW\]](#)

Sponsor

The [management](#) person who has oversight for the [project](#). [D02217]

[\[PM\]](#)

Sponsor

✓ The [executive](#) who manages, administers, monitors, funds, and is responsible for the

[\[PD\]](#)

	<u>overall project delivery</u> . [D03574]	
SPR	See <u>Scheduled Performance Ratio</u>	

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SRR — to — Statement of Work

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Term	Definition (links in blue;  signifies Editor's Choice)	S

SRR

See [System Requirements Review](#)

SS

See [Scheduled Start](#)

SSD

See [Scheduled Start Date](#)

The ability to withstand force or stress without alteration of position and without [material change](#). Term may apply to an object,

Stability

system or
organization.

[W

*Editor's Note: A
project organization
is neither stable nor
unstable because it
changes deliberately
and progressively
throughout the project
life cycle. [D03294]*

The period of time
between continuous
operation and normal
operation. This period
encompasses those
activities necessary to

[PN

Stabilization	establish reliable operation at design conditions of capacity, product quality , and efficiency . [D01883]	
----------------------	--	--

Staff	See Line and Staff . [D02961]	
--------------	--	--

Staff Acquisition	A formal process of approaching the market for competent people and inviting selected individuals to join the project . [D03295]	PI
--------------------------	--	--------------------

Staff Personnel

Those individuals working in departments that are not directly involved in the organization's mainstream activity, but rather perform advising, counseling and assisting duties for the line/functional departments. [D01884]

[PM]

Staffing

Identifying competent people suited to the various types of work

[PI]

involved in the [project](#) and adding them to the [project team](#). [D03296]

Staffing Effort

An [estimate](#) of how much [staffing effort](#) ([time](#) by internal [staff](#) to both produce [deliverables](#) and manage the [project](#)) will be required to [complete](#) the [project](#). [D02225]

[PN]

Staffing

A limit for the amount of [time](#) that internal [staff](#) can spend on the

[PN]

Effort Limit	<u>project</u> . [D02224]	
	A smaller portion of the <u>project life-cycle</u>. Stages may be identifiable by <u>milestone events</u> that are <u>sign-offs</u> or <u>approvals</u> by authorities outside the <u>project Team</u>. For example, stages in the <u>life-cycle</u> of a <u>construction project</u> may be identified as	

Stage

0. Pre-project studies of needs and opportunities
1. Project concepts and economic studies
2. Feasibility or functional design
3. Engineering, project planning and project brief
4. Working drawings and specifications
5. Tendering and contract award
6. Construction
7. Facility

commissioning,
start up or hand-
over

8. Final project
review and close
out

Note: Operation of the
resulting facility is
part of the Facility
Life-Cycle, not the
Project Life-Cycle.

[D01885]

Stage

See also Project
Stage. [D01886]

Stage

A sub-section of a [project](#) which has its own [organizational structure](#), life-span and [stage manager](#). [D03951] [\[PT\]](#)

Stage Assessment

See [End-Stage Assessment](#) and [Mid-Stage Assessment](#).
[D01887]

Stage File

A [file](#) with the detailed [management plans](#) and [reports](#) for the [stage](#). [D01888] [\[W\]](#)

Stage Manager

The person responsible for the [management](#) and successful [completion](#) of the [stage](#). [D01889]

[\[W\]](#)

Stage Resource Plan

A [plan](#) with all of the details of the required [resources](#) for a [stage](#). [D01890]

[\[W\]](#)

Stage Teams

A [team](#) built to [complete](#) a [stage](#). [D01891]

[\[W\]](#)

**Stage
Technical
Plan**

A plan that states all of the technical products, activities and quality controls of a stage.
[D01892]

Stakeholder

✓ One who has a stake or interest in the outcome of the project.
[D01894]

Stakeholder

Anyone who has a vested interest in the project. [D02325]

Those products,

Stakeholder Expectations

functionality, benefits, etc. resulting from the project that stakeholders look forward to with some degree of certainty, rightly or wrongly. Discrepancies between stakeholder needs, specified requirements, expectations and actual results can be a significant source of dissatisfaction with final project results. Hence the importance of good stakeholder

communication

throughout the project.

[D03297]

The measure of satisfaction with project results on the part of stakeholders is a measure of project success. Satisfaction is subjective, tends to vary with time and hence is difficult to measure effectively. For example, users of new software and faced with a new

Stakeholder

Satisfaction

[learning curve](#) tend to be apprehensive with a consequent low level of satisfaction. After some [time](#), the [software](#) is either abandoned, the ultimate in dissatisfaction, or is used extensively with varying degrees of praise. [D03298]

[Individuals](#) and [organizations](#) who are involved in or may be

Stakeholders	affected by project activities. (See also Project Stakeholder .) [D01893]	[PM]
Stakeholders	 The people who have a vested interest in the outcome of the project . [D01895]	[W]
Stand Alone	A system which performs its function requiring little or no assistance from interfacing systems . [D03694]	[DS]

Standard

A basis for the uniformity of measuring performance. Also, a document that prescribes a specific consensus solution to a repetitive design, operating, or maintenance problem.

[D01896]

✓ A specific statement of the rules and constraints governing the naming, contents,

[PM]

Standard

and operations of deliverables. The rules and constraints are designed to support specific objectives. [D01897]

[R]

**Standard
Construction
Technologies**

Those materials, systems, methods, etc. that have been in use in the industry for some time and have become well established and accepted. [D03299]

[PI]

Standard Costing

Product costing using standard costs rather than actual costs.

[D03301]

[PM

Standard Costs

A level of cost that is predetermined based upon standards and price. Standard cost implies a norm: what costs should be; standard costs are used for the benchmark for gauging good and bad performance; and usually not changed until technology

[PM

changes or labor and materials change.

[D03300]

Adoption of a uniform set of definitions throughout a program or project organization and which may or may not be a published standard.

Editor's Note: Many attempts have been made to establish standard definitions, including this one. However, the nuances

Standard Definitions

[PI]

of language and the practices and usage in different industries have so far precluded such a goal. [D03302]

Standard Deviation

A measure of the dispersion of possible outcomes.

Mathematically, the root mean square of variances of probability distribution.) [D02230]

[R]

Standard Operating Procedure

Detailed [step-by-step instructions](#) for repetitive [operations](#). Examples are aircraft takeoff and landing [procedures](#). [D04242]

[CS]

Standard Procedure

[Prescribes](#) that a [certain](#) kind of [work](#) be done in the same way wherever it is performed. [D01898]

[PM]

The [standards](#) associated with a [project cost](#)

**Standard
Project Cost
Accounting**

accounting system.

Unlike the 'Generally Accepted Accounting Principles' (GAAP) of corporate accounting, no such general public standard currently exists in the world of project cost accounting. [D03303] [PI]

**Standard
Proposal
Schedule**

A pre-established network on file, [D01899] [PI]

A measure of the time

**Standard
Time**

it should take a
qualified [worker](#) to
perform a [particular
task](#). [D03575]

[\[G\]](#)

Standards

Established or
accepted [rules](#), [models](#)
or [criteria](#) against
which [comparisons](#)
are made. [D03695]

[\[D\]](#)

Standards

A set of recognized
[values](#) serving as an
example, or [principle](#),
to which members
seek to conform, or

[\[M\]](#)

are judged by; a [specific](#) level of excellence. [D04332]

Start Float

The amount of excess [time](#) an [activity](#) has between its [Early Start](#) ^[W] and [Late Start](#) dates. [D01900]

Start to Finish

See [Logical Relationship](#). [D01903]

Start to Start

See [Logical Relationship](#). [D01901]

Start to Start Lag

The minimum amount of time that must pass between the start of one activity and the start of its successor(s). This may be expressed in terms of duration or percentage. [D01904]

[W]

That period after the date of initial operation, during which the unit is brought up to acceptable production

Start-up

capacity and quality.
Start-up is the activity
that is often confused
(used interchangeably)
with date of initial
operation.

*Editor's Note: This
Start-up refers to the
start-up of the
project's deliverable
and not the start-up
of the project itself.*

[D01905]

The person designated
responsibility for all
Start-up procedures
and the orderly

Start-up Team Leader

acceptance and transfer of the facility/system/product to the ěcare, custody and control of the Operating Division.
[D01906]

[PM]

Starting Activity

A starting activity has no predecessors. It does not have to wait for any other activity to start. Many PM software packages permit multiple start activities if needed.
[D01902]

[W]

[PM]

State of the Art

The level to which [technology](#) and science have been developed to date in a given [industry](#), or group of industries. [D03696]

[R]

Statement of Work

A narrative description of [products](#) or [services](#) to be supplied under [contract](#). [D01907]

[P]

The [part](#) of the [request](#)

Statement of Work

for [proposal](#) and resulting [contract](#) which describes the [actual work](#) to be done under the [contract](#). It includes a description of the [tasks](#) the provider [shall](#) perform and the [identification](#) and [schedule](#) of the [deliverable](#) contract [end items](#). [D01908]

[VI
4]

Statement of Work ("SOW")

A description of [product](#) and service to be procured under [contract](#); a statement of

[W

requirements. [D01909]

**Statement of
Work
("SOW")**

That portion of a proposal or the resulting contract that states exactly what will be delivered and when.

Editor's Note: This definition is more properly a 'Scope Description'. [D01910]

[S]
[9]

**Statement of
Work**

✓ A narrative description of the work to be performed.
[D01911]

[O]

Statement of Work ("SOW")	A document that defines service contract requirements in clear, concise language identifying specific work to be accomplished. [D03576]	[G/
-------------------------------------	---	---------------------

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Statistical Project Stock Control — to — Subproject

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Sou
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Where significant stocks are held to meet demands, or intermittent peak demands, this [technique](#) seeks to minimize [total cost](#), while considering a variety [factors](#). These [factors](#) include the [cost](#) of placing an order,, discounts available on bulk order and [delivery](#); [cost](#) of holding stock including [capital](#)

Statistical Project Stock Control

tied up;
deterioration,
higher [usage](#) and
wastage if freely
available; over
ordering;
obsolescence; cost
of warehousing;
demand variability;
and lost
[productivity](#) when
out of stock. The
[technique](#) has
limited [application](#)
unless the [project](#)
is large with few
[work packages](#) or
many similar

[\[CCCI\]](#)

[projects](#) are supplied from a central store. Beware of solutions provided by [computer programs](#) that may not recognize [specific project conditions](#). See also [Computer Modeling](#). [D03092]

Various statistical [methods](#) and [relationships](#) are available for

Statistical Quality Control

determining performance quality and the adjustment necessary to achieve specified results. Used particularly in the sampling of high volume materials such as steel and concrete strengths, earthwork compaction and so on. Indirectly, tests and helps to maintain quality of workmanship as in

weld [testing](#). The aim is to [balance](#) the [cost](#) of [inspection](#) against the penalty of allowing [faulty materials](#) and [workmanship](#) to escape detection. It is [particularly](#) useful for concrete [control](#) on large heavy engineering [projects](#) such as hydro electric schemes. [D03091]

Statistics

The mathematical methods used to determine the best range of probable values for a project and to assess the degree of accuracy or allowance for unpredictable future events such as accidents, technological innovations, strikes, etc. that can occur during the project life. The techniques that can be used are risk

[PMK]

analysis with
Monte Carlo
simulation,
confidence levelss,
range analysis, etc.
[D01912]

Status

The condition of
the project at a
specified point in
time, [D01913]

[PMK]

Status

✓ The comparison
of actual progress
against the plan to
determine variance

[CSM]

and [corrective action](#). [D04243]

Status Date

A date that is set (rather than the current date) for [purposes](#) of evaluating and [projecting](#), [based](#) on the [project's](#) [trends](#) so far, where [\[MSP\]](#) you can expect [costs](#), [work](#) and other aspects of the project to be on the [status](#) date set. [D01914]

Status Date

See also [Time Now](#). [D01915]

Status Report

✓ A [written reports](#) given to both the [project team](#) and to a responsible person on a regular basis stating the position of an [activity](#), [work package](#), or whole [project](#). [Status Reports](#) should be used to [control](#) the [project](#) and to keep

[\[WST\]](#)

management
informed of project
status. [D01916]

Status Report

A report issued by
the project team
that provides an
overview on the
status of the
project. Usually
included are scope
quality, risk,
schedule, staffing
effort and spending
status. [D02226]

[PMN]

Status Review

An [examination](#) of the [project](#) to discuss [variances](#) and [approve corrective action](#). See [Monthly Status Review](#). [D04244]

[\[CSM\]](#)

Status System

[System](#) for [tracking status](#) at lowest [level of detail](#). [D01917]

[\[PMK\]](#)

Statusing

Indicating most current [project status](#). [D01918]

[\[PMK\]](#)

Steering Committee

Formal group representing the owner of client.
[D01919]

[NPM]

Step

A term used in some methodologies to describe the lowest level of the work breakdown structure. [D03952]

[PNG]

Stop Work

Request for interim stoppage of work due to non-

Order

conformance, or
funding or technical
limitations. [D01920]

[PMK]

The technical
inspection of
materiel received
from vendors
which was not
previously
inspected at source
and for which
acceptance at
destination is
required;
inspection of
materiel returned

Storage Quality Control

from consuming [installations](#) for return to stores, forwarding to repair facilities, for [release](#) to disposal areas; the [examination](#) and [testing](#) of [samples](#) of [supplies](#) selected from storage to assess the overall [quality](#) of materiel stored, and the [identification](#) of previously unidentified

[04
4155.1
[\[QMP](#)

materiel in store;
and inspection of
materiel prior to
shipping to using
activities. [D01921]

Storming

The second stage of
team building
where conflicts
arise as members
of the group try to
exert leadership
and exert influence
over methods of
operation. [D03953]

[PD-U]

Strategic Dissonance

The difference between policy and action; between what people say they are doing or should be doing, and what they are actually doing.

[D01922]

[RMV]

Strategic Framework

The overall integrative framework for managing the project efficiently and effectively.

[D03766]

[CRM]

Strategic Plan

The [target plan](#) prioritized by [critical total float](#) from the current [schedule](#). [D01923]

[\[PMK\]](#)

Strategic Systems Plan

A [plan](#) devoted to the [long term](#) evolution of [corporate systems](#) in [support](#) of its business. [D03305]

[\[PD-U\]](#)

A careful [plan](#) or [method](#) focused on

Strategy

macro [goals](#).
[Completed](#),
fulfilled and
sometimes
exceeded with the
aid of tough-
minded [tactics](#) ñ
micro-focused
[action step](#)s. [D01924]

[\[TML\]](#)

Strategy

✓ A [framework](#)
guiding those
choices that
determine the
nature and
[direction](#) to attain
the [objective](#).
[D01925]

[\[PMK\]](#)

**Strategy
Management
Plan**

See [Project
Management Plan](#)
[D03767]

Strawman

A [working draft
document](#)
circulated for
comment, criticism [\[RMV\]](#)
or suggested
[change](#)S [D03697]

In [resource
scheduling](#) it is

Stretching

possible to [specify](#) that an [activity](#) may be stretched if this [results](#) in an earlier [scheduled finish date](#). This means that the specified [duration](#) may be increased, while the specified profile is reduced proportionally.

[D01926]

[\[WST](#)

Something made up of a number of [parts](#) that are held or put together in a

Structure

particular way, the way they are put together to form a whole. [D01927]

[VPM]

Study

The methodical examination and/or analysis of a question or problem. [D01928]

[PMK]

A distinctive manner of expression (as in writing or speech)

Style

or of personal behavior. A [particular](#) manner or [technique](#) by which something is done, created, or performed (as in style of [management](#).)

[D03306]

[\[Webs](#)

An [activity](#) that has a [float](#) threshold [value](#) assigned to it by the [project manager](#). When the [activity](#) reaches its [float](#) threshold, it is

Sub-Critical Activity

identified as being [critical](#). Since this type of [criticality](#) is [artificial](#), it normally does not [impact](#) the [project's](#) end date. [D03614]

[\[PMS\]](#)

Sub-Network

See [Subnetwork](#).
[D04306]

Sub-

The optimization of a [component](#) of a [system](#) or [project](#), such as [task](#)

[\[OTO\]](#)

optimization

[sequence](#) or [schedule](#), perhaps to the detriment of the overall [plan](#) or [project](#). [D01938]

[271-4\]](#)

Subassembly

Two or more [parts](#) joined together to form a unit that is only a [part](#) of a [complete](#) machine, [structure](#), or other article. [D03313]

[\[PMD](#)

✓ Two or more [parts](#) joined

Subassembly

together to form a unit in an [assembly](#), such as a printed circuit [board](#) with installed [parts](#). Level 6 in the [system hierarchy](#).
[D04245]

[\[CSM\]](#)

Subcontract

A [contractual document](#) which [legally](#) defines the [effort](#) of providing [services](#), [data](#), or other [hardware](#), from one firm to another. [D01929]

[\[WST\]](#)

Subcontract

✓ Delegating tasks or sub-projects to smaller contractors or to other organizations.

[OTO
271-4]

[D01930]

Subcontract

A contract between the prime contractor and a seller to it. [D04246]

[CSM]

An official designated by the contractor, who has

Subcontract Administrator

the [authority](#) to:

- Obligate [contractor](#) funds
- Enter into, administer, [change](#) and terminate [subcontracts](#), and
- Make related [determinations](#) and findings.

[\[CSM\]](#)

[D04247]

A main [contractor's](#)

Subcontract Plan

plan for managing its subcontracts. Disclosure of this plan may only be available to the project team if it is a condition of the main contract.
[D03307]

[PD-U

Subcontractor

An organization, usually a company, working for another organization on sonic aspect of the project for which the other organization is

[SPM
9]

under contract.

[D01931]

Subcontractor

Any supplier, distributor, vendor, or firm that furnishes supplies or services to or for a prime contractor or another subcontractor.

[GAT]

[D03577]

✓ A division of a project network

Subnet

diagram
representing a
subproject. [D01932]

[WST]

Subnet

The subdivision of
a network into
fragments, usually
representing some
form of sub-
project. [D01933]

[PMK]

Subnet

The subdivision of
a project network
diagram into
segments, usually
representing some

[PMK]

form of [subproject](#).

[D01934]

Subnetwork

✓ [Activity](#) of a main [network](#) represented by a detailed [network](#).

[D01935]

[\[NPM\]](#)

Subnetwork

See also [Subnet](#).

[D01936]

Subnetwork

A small [network](#) which forms a [part](#) of the [project network](#). [D01937]

[\[CPM 176-8\]](#)

Subnetwork

A section of the [project](#), i.e. sub-[project](#), for which a separate [network](#) is developed. Usually [\[PNG\]](#) represented as a single [activity](#) in the main [network](#).
[D03954]

Subproject

A group of activities represented as a single [activity](#) in a higher level of the same. [\[WST\]](#)
[D01939]

Subproject

A distinct group of activities that comprise their own [project](#) which in turn is a [part](#) of a larger [project](#). Sub-projects are summarized into a single [activity](#) to hide the detail.

[D03615]

[\[PMS'](#)

Subproject

✓ A small [project](#) within a larger one.

[D03730]

[\[PPS&
p341\]](#)

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Subproject Work Breakdown — to — Synthesis

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	So
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**Subproject
Work
Breakdown**

The [breakdown](#) of the [project](#) into [subprojects](#). Also includes the [deliverables](#) to be produced by each [subproject](#). [D02227]

[\[PM\]](#)

**Subsequent
Application
Review
("SAR")**

A [review](#) by [customer personnel](#) to determine whether the [contractor](#) has properly applied the [C/SCSC](#) to a new [contract](#). [D01940]

[\[WS\]](#)

Substantial Completion

The point in time when the work is ready for use or is being used for the purpose intended and is so certified.
[D01941]

IPM

Is considered to be reached when:

1. The work or a substantial part of it is ready for use or is being

Substantial Performance

- used for the
purpose
intended
2. The work to
be done under
the contract
can be
completed or
corrected at a
cost of not
more than
(say) 1% to
3% of the
contract price
depending on
the size of the
contract, and
3. Is so certified

by a certificate
of substantial
performance
issued by the
supervising
consultant.

[D01942]

Subsystem

✓ A system that is
secondary or
subordinate to the
main system. [D03308]

[We

A major portion of
a system that
performs a specific

Subsystem

function in the overall [operational](#) function of a [system](#); a major functional [subassembly](#) or grouping of [items](#) or equipment that is essential to [operational](#) [complete](#)ness of a system. [D03314]

[IPM](#)

A combination of [hardware](#), [software](#), facilities, [personnel](#), [data](#), and

Subsystem

services to perform a designated function with specified results.
Level 4 in the system hierarchy.
[D04249] [\[CS\]](#)

Subtask

A task that is part of a summary task.
[D01943] [\[MS\]](#)

Subtier Contractor

The subcontractor's subcontractor or vendor. [D04248] [\[CS\]](#)

**Success
Criteria**

See [Key Success Indicators](#). [D03309]

**Success,
project**

The [achievement of stakeholder satisfaction](#). [D01944]

[IRM](#)

A [project](#) is
successful when:

1. The [objectives](#) of the [project](#) have been achieved to the full [satisfaction](#) of

Successful Project

- the [users](#),
2. All closeout activities have been [completed](#), and
3. All [designated](#) interests, including the project's [sponsor](#) and/or initiator officially accept the project [results](#) or [products](#) and close the project.

[D03790]

Successor

An activity whose start or finish depends on the start or finish of a predecessor activity. Refer to Predecessor for related information.
[D01945]

WS
PM



1. In the arrow diagramming method, the

Successor Activity

activity which departs a node.

[PM]

2. In the precedence diagramming method, the "to" activity.

[D01946]

Successor Activity

Any activity that exists on a common path with the activity in question and occurs after the activity in question.

[PM]

[D01947]

Successor Task

✓ A task that cannot begin until another task has started or finished. [D01948]

[MS]

Successor Work Item

A work item that directly follows one or more work items in the logic sequence of a precedence network. [D01949]

[CC]

A single page, usually time-scaled,

Summary Schedule

project schedule. Typically included in management level progress reports. Also known as milestone schedule. [D01950]

[PM]

Summary Task

A task that consists of a logical group of tasks, called subtasks, and usually represents a phase. [D01951]

[MS]

The process of

Summative Quality Evaluation

determining what lessons have been learned after the [project](#) is [completed](#). The [objective](#) is to [document](#) which behaviors helped determine, maintain or increase [quality standards](#) and which did not (for use in future [projects](#)). [D01952]

[JPM](#)

Sunk Costs

Unavoidable [costs](#). [D01953]

[JWS](#)

Sunk Costs

✓ Costs which could not be avoided even if the project were to be terminated. [D03955]

[PN]

Super-Critical Activity

An activity that is behind schedule is considered to be super-critical. It has been delayed to a point where its float is calculated to be a negative value. The negative float is

[WS]
[PM]

representative of the number of units an activity is behind schedule. Term is synonymous with hypercritical. [D01954]

Supervision

Critical watching and directing (as of activities or a course of action). Superintendence, oversight. [D03310]

[We]

Supervisor

Person in charge of an activity. [D01955]

[NP]

Supplemental Agreement	A bilateral <u>written amendment</u> to a <u>contract</u> by which the <u>owner</u> and the <u>contractor</u> settle <u>price</u> and/or <u>performance adjustments</u> to the original <u>contract</u>. [D03698]	<u>IDS</u>
Supplementary Agreement	<u>Contract modification</u> which is accomplished by	<u>IPM</u>

the mutual [action](#) of
[parties](#). [D01956]

Supplementary Conditions

[Modifications](#),
deletions and
additions to
[standard general
conditions](#)
developed for
[particular
goods/services](#).
[D01957]

[\[PM\]](#)

[Identification](#) and
collection of
additional

**Supplementary
Information**

[information](#) from
supplementary
[sources](#) and its
[review](#) and
[analysis](#). [D01958]

[\[PM\]](#)

Supplier

Anyone who makes
[goods](#) and/or
[services](#) available
at a [price](#) for use on
a [project](#). [D03311]

[\[PD\]](#)

Supplier

[Failure](#) on the [part](#)
of a [supplier](#) to
meet [technical](#) or

Default

delivery
requirements of the
contract. [D01959]

[PM]

**Supplier
Expediting**

Actions taken to
ensure that the
goods/services are
supplied in
accordance with the
schedule
documented in the
contract. [D01960]

[PM]

Qualitative and/or
quantitative

Supplier Ranking

determinations of prospective suppliers' qualifications relative to the provision of the proposed goods/services.
[D01961]

[PM

Supplies

All property except land or interest in land. [D03578]

[GA'

 All property, other than land or

Supplies

interest in land,
needed for a
[Project](#). [D03699]

[\[RM\]](#)

Supply

The amount of
[goods](#) producers
make available for
sale. [D03312]

[\[PM\]](#)

Supply Chain

The [chain](#) of
companies through
which [goods](#) pass
on their way from
raw [materials](#) to the
ultimate [purchaser](#).
[D03315]

[\[PD\]](#)

Support

Subsystems used to perform certain tasks in logistical support of a program. [D03316]

[PM]

Support

To uphold or defend as valid or right, i.e. to advocate. To argue or vote for, assist, or help. To provide with substantiation, i.e. corroborate To pay the costs of, or maintain. To keep

[We]

something going.

[D03317]

Support Services

The class of tasks ancillary to analysis, design, and programming that are required to accomplish a software development effort; includes documentation (technical publications), quality assurance, test and integration, and the data center

[SPM
9]

operationss. [D01962]

Support Team

A term used to designate the personnel working on a project who do not report to the project manager administratively.
[D01963] [SP1
2]

Surplus/Deficit

The current financial year budget allocation minus total anticipated [PM]

expenditures. [D01964]

Surprise

The surfacing of an unanticipated uncertainty, either opportunity or risk event. [D01965]

IRM

1. To collect comprehensive data for analysis.
2. To determine the form, extent,

Survey

position
and/or
topography of
land by taking
[measurements](#)
and using
geometry or
trigonometry.

[\[We\]](#)

[D03318]

Survey, Product Oriented

A [review](#) and
[evaluation](#) to
determine the
[adequacy](#) of the
[technical](#)
[requirements](#)
relating to [quality](#)

[\[FA\]](#)
[\[QM\]](#)

and [product](#)
conformance to
[design](#) intent. [D01966]

SV

See [Schedule
Variance](#)

SWAG

See [Scientific Wild
Anatomical Guess](#)

A [process](#) where by
a group of people
determine:

1. What Strengths do we have?
(How can we take advantage of them?)
2. What Weaknesses do we have?
(How can we minimize them?)
3. What Opportunities are there?
(How can we capitalize on them?)
4. What Threats

SWOT Analysis

might prevent
us from getting
there?

(Consider
technical
obstacles,
competitive
responses,
values of
people within
the
organization,
etc.)

5. For every
obstacle
identified,
what can we
do to

overcome or
get around it?
(This helps to
develop
contingency
plans.)

[D02333]

Synergy

Combined action or
operation of two or
more parties,
systems, or parts, in
which the results
are greater than they
would be acting
separately. [D03319]

[PD]

Synthesis

The composition or combination of [parts](#) or [elements](#) so as to form a whole. Also, deductive reasoning. [D03320]

[\[We](#)

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System — to — Systems Scope Description

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System

A group of interacting, interrelated, or interdependent elements forming a complex whole. This includes a set of ideas or principles grouped together for classification or analysis. [D01967]

[VPN]

A methodical assembly of actions or things

System

forming a logical
and connected
scheme or unit.
[D01968]

[PMI]

System

The complete
technical output of
the project
including technical
products. [D01969]

[WS]

System

✓ A methodical
arrangement of
activities or parts
designed to
achieve repetitive

[CCC]

or reproducible
[results](#). [D01970]

System Acceptance

The act of taking
custody [based](#) on
satisfactory
[verification](#) at
[factory](#) or at [site](#).
[D04250]

[\[CSM\]](#)

System Acceptance

✓ A letter signed
by the [senior](#)
[technical](#) member
of the [project](#)
[board](#) after
ensuring the
[project](#) has

[\[WS\]](#)

Letter

completed system test requirements
and is ready for
user acceptance.

[D01971]

**System
Acceptance
Letter**

Prepared by the
project manager or
stage manager for
signature by the
senior technical
member of the
project board after
ensuring that the
project has
completed system test requirements

[PNC]

and is ready for
user acceptance
tests. [D03956]

System Analysis

The logical
development of
user requirements
into system
requirements,
system concepts,
and system
specifications
through the
knowledgeable
application of
state-of-the-art
technology and

[CSN]

system [evaluation criteria](#) applied in analytical [trade-off analysis](#). [D04251]

System Analysis and Design

The [process](#) of evaluating alternative solution candidates against predetermined [decision criteria](#) to select a [best value](#) solution. [D04252]

[\[CSN\]](#)

System

The [development](#) of the top-level

Architecture Development

decomposition of a system concept. [CSN
[D04253]

System Concept Review. ("SCR")

A buyer control gate which reviews and approves the recommended system concept configured to satisfy the system requirements document. The SCR is the decision point to proceed with the

[VPN
4]

development of the
system
specification.

[D01972]

**System
Decomposition**

The hierarchical
functional and
physical
partitioning of any
system into
hardware
assemblies,
software
components, and
operator activities
that can be
scheduled,
budgeted, and

[CSM

assigned to a responsible [manager](#). [D04254]

System Deployment Procedures

[Step-by-step instructions](#) to deploy the [project](#) into its [operational](#) environment.
[D04255]

[\[CSM\]](#)

A [seller control gate](#) which [reviews](#) and [approves](#) the top-level [system design](#) solution and

System Design Review ("SDR")

rationale. The [SDR](#) is the [decision](#) point to proceed with [system specification](#) flowdown to [hardware](#) and [software configuration items](#). [D01973]

[VPN
4]

System Development

Converting [user](#) requirement into an [operational system](#). [D04256]

[CSM]

System Development Project

A [project](#) with a high percentage of new [product design](#). [D04257]

[\[CSM\]](#)

The person responsible for [system](#) integrity and the advocate for orderly, [systematic technical development](#). The [responsibility](#) begins with the [identification](#) of the [user needs](#) and

System Engineer

ends with [validation](#) that the [user needs](#) have been satisfied. The system engineer ensures that all appropriate [technical](#) and [operational disciplines](#) are applied to the [system development process](#) in the applicable [phases](#) and that the [authorized tasks](#) will satisfy the

control gate
requirements of
each phase. [D04258]

A set of ranked terms defining the composition of a system. The terms and the corresponding level numbers from highest to lowest rank are:

1. System
2. Segment
3. Element

System Hierarchical Structure

4. [Subsystem](#)
5. [Assembly](#)
6. [Subassembly](#)
7. [Part](#)

[\[CSM\]](#)

For [software projects](#), [computer software components](#) may reside at all levels below the [segment](#) level 2, and [computer software units](#) usually reside at the [subassembly](#) level 6. A [configuration item](#) can be specified at

any level in the
System
Hierarchical
Structure. [D04259]

System Integration

The successive
combining and
testing of hardware
and software
system components
in a prescribed
manner to prove
compatibility and
performance.
[D04260]

[CSM]

System Integration and Testing

The successive combining and testing of hardware and software system components in a prescribed manner to prove compatibility and performance. The activity of the right leg of the Vee model. [D04261]

[CSM]

A document that describes the intended approach to system

System Integration Plan

integration from the hardware assembly level or software unit level up to the system level. [D04262]

[CSM]

System Library

A library containing all the configuration items in the project. [D03957]

[PNC]

System O&M;

A project to deliver the operations and

Project

[maintenance](#) of an
existing [system](#).

[D04263]

[ICSM](#)

**System
Performance
Report**

The summary and
rating of [system](#)
[performance](#) by
[operations](#)
[personnel](#) as
compared to the
[Operations and](#)
[Maintenance](#)
[Document](#)
[requirements](#).

[D04264]

[ICSM](#)

System Requirements Document

The [document](#) that states what the [system](#) must do to satisfy all or a [part](#) of the [user's requirements](#).

[System requirements](#) must be traceable to [user requirements](#).

This [document](#) is the basis for developing the System [Concept](#) and the associated [System Specification](#).

[D04265]

[\[CSM\]](#)

System Requirements Review ("SRR")

The buyer control gate at which the system requirements document is reviewed and approved determines which needs of the total user requirements statement will be satisfied by the proposed project. The SRR is the decision point to allow the project to proceed with the

in-depth analyses
and tradeoffs
necessary to select
a preferred [system
concept](#) with
associated [budget](#)
and [schedule
estimate](#)S. [D01974]

Defines the [system
baseline](#) in terms
of [system
description,
functional
requirements,
quantitative
technical](#)

System

Specification

parameters, design constraints and the criteria for acceptance. It must be formulated in terms that are quantifiable and verifiable. [D04266]

[CSN]

System Test Plan

A document that describes the approach to all system development, integration, qualification, and acceptance testing.

[CSN]

Usually part of the
System
Engineering
Management Plan
[D04267]

System User

The individual or
group responsible
for delivery,
operations, and
maintenance of the
system. [D04268]

[CSN]

The process of
developing
evidence in
accordance with

System Validation

the [user validation plan](#) and [system validation procedures](#) to prove that the [system](#) meets [user's needs](#). [D04269]

[\[CSM\]](#)

System Validation

[Step](#) by [step instructions](#) that implement the [inspection](#), [demonstration](#), [testing](#), and [analysis](#) required by the [System Validation Plan](#).

[\[CSM\]](#)

Procedures

They include equipment to be used, [calibration requirements](#), [facility requirements](#), etc.
[D04270]

System Verification

Proof of compliance with [system specifications](#). [Verification](#) may be determined by [test](#), [analysis](#), [inspection](#), or

[\[CSM\]](#)

demonstration.

[D04271]

System Verification Procedures

Step by step
instructions that
implement the
inspection,
demonstration,
testing, and
analysis required
by the verification
plan. They include
equipment to be
used, calibration
requirements,
facility
requirements, etc.

[D04272]

[CSM]

Systems Administration

The [organizational department](#) responsible for [selection](#), [implementation](#), [maintenance](#) and upgrading of [systems](#) in [support](#) of the [organization](#)'s main activities. [D03321]

[\[PD-1](#)

The [study](#) of the [management systems](#) required to

be put in place to accomplish the [project](#). Before establishing any [system](#), especially those to be [computer](#)ized, it is essential to establish who [needs](#) and who wants the [information](#) output, why, when and at what level. Only then can the best [system](#) for the [purpose](#) be established. More

Analysis

often than not on a [project](#), systems "happen" ad-hoc because of some urgent need and without the [knowledge](#) or [participation](#) of others who may be [affected](#). Systems [analysis](#) often provides the [opportunity](#) both to improve [performance](#) on the project and to eliminate wasted or [marginal effort](#).

See also
[Contribution
Analysis](#). [D03093]

Systems Analyst

The [computer](#) person responsible for analyzing [users'](#) [needs](#) and defining the [functional requirements](#) of the [computer](#) and procedural solutions to meet those [needs](#). [D01975]

[SPN 9]

The [standard](#)

Systems and Procedures

methods, practices and procedures for handling frequently occurring events within the project.

[D01976]

[WS'

A document or manual detailing the standard methods, practices and procedures for handling frequently occurring events within the project. These will cover management

Systems and Procedures

approvals, controls and technical requirements, etc. Systems will also cover methods of handling information transfer and storage. Such systems are sometimes called methodologies. Every project should have a set of systems and procedures. [D03958]

IPNC

Systems Approach

A wide-ranging [method](#) for addressing [problems](#) that considers multiple and interacting [relationships](#). This [approach](#) is often contrasted with the analytic [approach](#). [project management](#) is a [systems](#) approach to [managing projects](#). [D01977]

[\[OTC 271-4](#)

Job category of

Systems Architect

computer software personnel responsible for the high level systems design; the allocation of basic functions across applications and systems software and hardware.
[D01978]

[SPN
9]

Systems Documentation

Documentation in support of the organization's systems. [D03322]

[PD-1]

Systems Management

Management that includes the prime activities of systems analysis, systems design and engineering and systems development. [WS]
[D01979]

The elaboration of the specification for the technical, organizational, cost, time and other parameters of a system and the

Systems Management

subsequent
management of the
planning,
design/engineering,
procurement,
implementation
and testing areas of
the work needed to
realize the system
concept. Systems
management
comprises the
prime activities of
systems analysis,
systems design and
engineering and
systems
development.

IPNC

Editor's Note:
'[development](#)' in
this [context](#) means
the
[implementation](#) of
the design and
engineering.
[D03959]

**Systems
Programmer**

[Programmer](#) whose
primary
[responsibility](#) is to
write or modify
[operating systems](#),
usually to
customize them to
the [particular](#)
[hardware](#) used and

[SPN
9]

software running at
an installation for
the application
programmers' use.
[D01980]

Systems Scope Description

A description of
the entire set of
systems required to
satisfy the
approved,
affordable
stakeholder
requirements as
agreed with the
stakeholders and
justified at the
conclusion of the

IPMC

[project's concept](#)
[Phase 1](#). This
description
includes the [scope](#)
and [technical](#)
[performance](#) of
each [system](#). [D01981]

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T&M — to — Team Reward System

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Source
------	--	--------

T&M	See Time and Material Contract	
T&E;	See Test and Evaluation	
TAB	See Total Allocated Budget	
Tactics	A mini- plan or method micro focused on action steps . [D01982]	[TML222

TAE

See [Total Anticipated Expenditures](#)

Take-Off

A term used for identifying and [recording](#) from drawings the [material](#) and quantities required for [estimating](#) the [time](#) and [cost](#) for the [completion](#) of an [activity](#). [D01983]

[\[PMK87\]](#)

Talent

A person's natural aptitude, mental or physical, e.g. creative, artistic, analytical, etc.
[D03323]

[\[PD-U\]](#)

Target

A [goal](#) to be achieved, a mark to shoot at. [D03324]

[\[Webster\]](#)

Target Completion Date

A date which [contractors](#) strive toward for [completion](#) of the [activity](#). [D01984]

[\[WST\]](#)

**Target
Completion
Date ("TC")**

✓ An imposed date which constrains or otherwise modifies the network analysis.
[D01985]

[PMK96]

Target Cost

A goal set for the final total cost which the project team should aim to keep within.
[D03325]

[PD-U]

Target Date

✓ Date imposed on an [activity](#) or [project](#) by the [user](#). There are two types - [target start dates](#), and [target finish dates](#). [D01986]

[\[WST\]](#)

Target Date

The date an [activity](#) is desired to be started or [completed](#); accepted as the date generated by the initial [CPM](#)

[\[PMK87\]](#)

schedule
operation and
resource
allocation
process.. [D01987]

The user's
imposed finish
date for an
activity or a
project as a
whole. A target
finish date is
used if there are
pre-defined
commitment
dates. Most PM

Target Finish Date

[software](#) will not [schedule](#) a [late finish date](#) later than the [target finish date](#). Your favorite PM [software](#) may alert you to [negative float](#) which occurs when a [late finish date](#) is later than a target finish date. This is [caused](#) by the [duration](#) of [predecessors](#) which makes it

[\[WST\]](#)

[\[PMST\]](#)

impossible to meet the target finish date. The [negative float](#) can be eliminated by reducing the [duration](#) of [predecessors](#), increasing parallelism, or extending the target finish date.
[D01988]

Target Plan

The [target plan](#) prioritized by [critical total float](#) [\[PMK87\]](#) from the current

[schedule](#). [D01989]

Target Reporting

A [method](#) of [reporting](#) the current [schedule](#) against some established [baseline schedule](#) [\[PMK87\]](#) and the computation of [variances](#) between them. [D01990]

Target

See [Baseline](#). [D01991]

Schedule

Target Start Date

An imposed starting date on an activity. Most PM software will not schedule an early start date earlier than the target start date.
[D01992]

[WST]
[PMST]

Task

✓ A cohesive, individual unit of work that is part of the total work

[MSP98]

needed to
accomplish a
[project](#). [D01993]

Task

A small [part](#) of a
[project](#). [D01994]

[\[SPM 304
9\]](#)

Task

A subdivision of
an [activity](#). [D01995]

[\[PMK96\]](#)

Task

Also called an
[activity](#). Tasks
take place over a
[period](#) of [time](#)

[\[WST\]](#)

and generally
consumes
[resources](#). [D01996]

Task

The term usually
used to refer to a
piece of [work](#)
contained within
a [work package](#).
While it is an
identifiable piece
of [work](#), its
extent is less than
that which
qualifies it as a
[work package](#).
See also [activity](#).
[D01997]

[\[CCCP\]](#)

Task Force

An ad hoc group designated to cope with a project, similar to a project organization although frequently staffed with personnel on part-time assignment, usually adopted by a functional organization having only one project or at most

[SPM 304
9]

a few projects at
any given [time](#)..
[D01998]

Task Force

✓ A [team](#) of
[experts](#) [tasked](#) to
investigate a
[problem](#) and to
develop and
implement the
necessary
[corrective action](#).
[D04273]

[\[CSM\]](#)

A member of the
[functional](#)

Task Manager

organization who has accepted responsibility for accomplishing project tasks for a project manager. Thus, the task manager [SU] has functional (competence and performance) responsibilities to his/her normal line manager and project (task) responsibilities to the project manager. [D03791]

Task Types

Characterization
of [task](#) S by
[resource](#)
[requirement](#),
[responsibility](#),
[discipline](#),
[jurisdiction](#),
function, etc.
[D01999]

[\[PMK87\]](#)

TBA

See [To Be
Advised](#)

TBD

See [To Be](#)

	<u>Determined</u>	
TC	See <u>Target Completion Date</u>	
TCCC	See <u>Transfer of Care, Custody and Control</u>	
TCPI	See <u>To Complete Performance Index</u>	
	Two or more	

Team

people working interdependently [WST]
toward a
common goal and
a shared reward.
[D02000]

Team Building

The ability to
gather the right
people to join a
project team and [WST]
get them working
together for the
benefit of a
project. [D02001]

Team Building

✓ The process of influencing a group of diverse individuals, each with their own goals, needs, and perspectives, to work together effectively for the [PMK87] good of the project such that their team will accomplish more than the sum of their individual efforts could otherwise achieve. [D02002]

Team Building

A vital soft [skill](#) for [project managers](#) who need to understand [team](#) dynamics and the [individual characteristics](#) that make up a high [performance team](#). According to Tuckman and Jensen the [stages](#) are [forming](#), [storming](#), [norming](#), [performing](#) and [\[PNG\]](#)

adjourning.

[D03960]

Team Decision Making

The process by which the project manager and his team determine feasible alternatives in the face of a technical, psychological, or political problem, and make a conscious selection of a course of action

[PMK87]

from among these
available
[alternatives](#).

[D02003]

Team Development

Developing
[skills](#), as a group
and [individually](#),
that enhance
[project
performance](#).

[D02004]

[\[WST\]](#)

Team Development

See also [Team
Building](#). [D03961]

Team Development Plan

A description of a training [program](#) for [project team members](#) for enhancing their [skills](#) both in the [work](#) required for the [project](#) as well as in [work](#)ing together as a [project team](#).
[D03326]

[\[PD-U\]](#)

Team Leader

Person responsible for [managing](#) a [stage](#)

[\[WST\]](#)

team. [D02005]

Team Leadership

Leadership may be subdivided into Leadership Techniques i.e. methods used for motivation and Leadership Styles i.e. the manner in which the leader applies those methods. [D02006]

[VPM]

The successful

Team Management

management of a project team.

[D03327]

[PD-U]

Team Management

✓ The direction of a group of individuals that work as a unit. Effective teams are results-oriented and are committed to project objectives, goals and strategies.

[D03328]

[PMDT]

Team Meeting

A formal assembly of the members of the project team, at which progress reports may be presented, directions given, or problems reviewed and solved. A record, or 'minutes of meeting' should be issued following any such meetings.

[D03329]

[PD-U]

Team Members

See [Project Team Members](#). [D02007]

Team Members

The [individuals reporting](#) either [part-time](#) or [full-time](#) to the [project manager](#) who are responsible for some aspect of the [project's](#) activities. [D02008]

[\[PMK87\]](#)

The initial [project team](#)

Team Membership Reassessment

determines if they have the right people on the team. If not, they recommend changes to membership.
[D02205]

[PMMJ9'

The process by which the project manager influences his project team to initiate effort on the project tasks, expend

Team Motivation

increasing
amounts of [effort](#)
on those [tasks](#),
and to persist in
expending effort
on these tasks
over the [period](#)
of [time](#) necessary
for [project goal](#)
accomplishment.
[D02009]

[\[PMK87\]](#)

Team Reward System

The [process](#) by
which the [project](#)
[team](#) receives
recognition for
their

[\[PMK87\]](#)

	accomplishments.	
	[D02010]	

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Teamwork — to — Test and Evaluation

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Term	Definition (links signifies Editor?)
	✓ Work done by s

Teamwork

associates with ea
[part](#) but all subord
personal prominer
[efficiency](#) of the w
[D03330]

Teamwork

Joint [action](#) by a g
people, in which [i](#)
interests are subor
group unity and [ef](#)
coordinated [effort](#)

Technical

Pertaining to the [a](#)
of [specific princip](#)
reasoning to the [re](#)
[project manageme](#)
[problems](#). [D03524]

Technical

Relating to specific performance as opposed to cost and schedule.

Technical Assurance

The monitoring of technical integrity of products. [D02011]

Technical Assurance Coordinator

A member of the performance assurance team who is responsible for reviewing technical assurance of a project. [D02012]

Technical Base Management

The process of ens

- The project's requirements stated.
- The technical elaborated w to the require technical, saf environmenta standards.
- An appropria technology st place.
- The design is optimized.
- Production implementati

effectively m

- [Testing plans practices](#) sho
initiated from
- [Hand-over](#) is
managed.

[D03768]

Technical Description

An textual [account](#)
detailed, of the me
all or [part](#) of the [te](#)
vested in the [proje](#)

Technical

[User information](#) &
references in [supp](#)

Documentation

part of the technica
of the project [D033]

Technical Exception

Unplanned situatic
to an end product.

**Technical
Feasibility**

An assessment of t
capability of the p
project technology
and its efficiency,
cost effectiveness,

Technical File

A file that holds al
products to be del
the end of a projec

Technical Guide

A [document](#) that guides [managers](#), [team leaders](#), [technical assurance coordinators](#) on [planning](#) & [production](#) of [products](#)
[D02015]

Technical Management

The [management](#) of [production](#) & [handling](#)
[D03769]

A [manual](#) providing a detailed treatment of [specific](#) tasks or processes considered necessary for the full accomplishment of a task or process

Technical Manual

required training. .
containing descrip
[material](#) and [instru](#)
[operations](#), [handli](#)
[maintenance](#) and r
[D03337]

Technical Manual

[Written technical c](#)
and [maintenance in](#)
for the [user](#). [D04275]

Technical

The [risk managem](#)
[technique](#) of identi
measuring [progres](#)
selected [critical p](#)
The [goal](#) is to ider

Performance Measurement

adverse [trends](#) ear
[timely](#) [corrective](#) ;
Typical [parameter](#)
weight, [power](#), [co](#)
memory capacity,
[items](#). [D04276]

Technical Performance Status

See [Scope Report](#)

Technical Products

[Products](#) produced
[project](#) for an end

The [technical proc](#)
establishing [the pl](#)

Technical Quality Administration

monitoring and co
the project's satisf
completion. The p
designed to includ
and procedures w
prevent or correct
from requirements
specifications. [D02

Technical Quality Specifications

The process of est
the specific projec
requirements, incl
execution criteria
technologies, proj
measurement spec
and material procu
control, that satisf

expectations of the stakeholders, and team. [D02019]

Technical Quality Support

The process of providing technical training and expertise from one support group to another in a timely manner. [D02019]

Technical Specifications

Documentation which describes, defines and specifies the goods to be supplied. See specifications. [D02019]

Technical Support

A service providing explanations in the [technology](#). See also [Logistics Support](#).

Technical Training

Training in a [particular technology](#). [D03336]

Technique

[Skilled](#) means to a [technique](#). [D02022]

Technique

The manner in which [technical](#) details a [technique](#).
A body of [technical](#)

(as in a [craft](#).) A [n](#) accomplishing a d
[D02670]

Technique

✓ The [application principles](#) and/or 1 to the [resolution](#) of [management issues](#) [problems](#). [D03418]

Technological

Pertaining to the [c](#) deployment of [technological processes](#), i.e. the of abstract [principles](#) [models](#) into specific [deliverables](#). [D0383]

Technology

The practical [applied knowledge](#), especially in a [particular](#) area such as engineering. A [capability](#) given by the practical [application](#) of [knowledge](#) in a manner of accomplishing a [task](#) especially using [technical processes](#) or knowledge. The specialized aspect of a [particular](#) [field](#) of study.
[D03338]

✓ The [collective](#) capability of [technical processes](#)

Technology

the translation of a principles or model into specified project deliverables. [D034]

Technology Development Plan

A plan prepared at a stage of the project encompassing:

- Technology for innovation e.g. Planned Product Improvement
- Technology compatibility e.g. GroupWare

- Operations support Integrated Logistics Support.

[D03770]

Technology Management

Management of the aspects of project Requires a much more depth understanding relevant technology required by project management. For construction management have much higher understanding of the construction process project's manager.

the [responsibility](#) of [professional](#) trained [technology](#). Hence Technology [Manag](#) considered distinct [Project Manageme](#) the two overlap to considerable extent

Telecommunication

[Communication](#) at a distance, such as by telephone, satellite, or other electronic means

Telecommunications

The science that deals with [telecommunication](#)

Teleconferencing

The holding of a c among people rem one another by me [telecommunication](#) e.g. telephones or terminals using m etc. [D03342]

Tender

See Bid. [D03343]

Tender and Award Stage

That [part](#) of the [pr cycle](#) during which [construction contr](#) invited to prepare bids, a [selection](#) is

[contracts](#) are [awar](#)
also [implementatio](#)
[D02023]

Tender Document

See [Procurement \]](#)
[Document](#). [D02024]

Tendering

See [Bidding](#). [D0334]

Termination

See also [Terminati](#)
[D00064]

Termination

✓ The discontinua
[project](#), [project ph](#)
[activity](#), or person

Termination

A buyer action to end a part of the work. Termination can be for the convenience of the buyer or for defect in the work.
[D04277]

Termination for Convenience

A unilateral right of the owner to terminate any or all of the contractual effort for any reason at any time.
Editor's Note: However, there may well be costs associated with the termination such as the contractor's foregone profits.
[D04278]

Termination for Default

Buyer action to call procurement that is meeting contract requirements. Definition to failure of the contractor to perform contract by the specified time or other provisions of contract. [D04279]

Termination Phase

The fourth and final phase of the project. Also known as Final Close-out Phase. [D04279]

Termination Team

A [project team](#) responsible for wrapping up the [administrative](#) details of a [project](#). [D02026]

Terminology

The [technical](#) or scientific terms used in, or pertaining to, a business, art, science, or [discipline](#), [field](#), or other special subject. [D03701]

Test

Any [procedure designed](#) to obtain, verify, or validate [data](#) for the [evaluation](#) of a [system](#), service or process. [D03701]

Test and Evaluation ("T&E;")

[Measurement](#) and
of [system perform](#)
compared to [speci](#)
[D04280]

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*Widemo
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Test Criteria — to — Time Value of Money

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	Source
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Test Criteria

Standards by which test results and outcomes are judged. [D03353]

[PMDT]

Test Plan

✓ A description of the tests needed to complete a project properly. [D03354]

[PMDT]

A document that describes the approach to all development, integration,

Test Plan

[qualification](#), and
[acceptance](#)
[testing](#). The term
'[Test Plan](#)' is
usually preceded
by one of the
following
modifiers:

[system](#),
[subsystem](#),
[assembly](#),
[subassembly](#),
[module](#), etc.

Usually [part](#) of
the [System](#)
[Engineering](#)
[Management](#)
[Plan](#). [D04281]

[\[CSM\]](#)

Test Procedures

Step by step
instructions for
the testing to the
test plan. Defines
test equipment to
be used,
calibration
requirements,
test facility
requirements,
and other factors.
[D04282]

[CSM]

A series of joint
Buyer/Seller

**Test
Readiness
Review
("TRR")**

control gates at which the buyer concurs that the seller is ready to conduct official "sell-off" tests during which official verification data will be produced. Each TRR is the decision point for approval to proceed with planned qualification tests or

[VPM 291-4]

acceptance tests
to verify that
performance
specifications
have been
satisfied in
accordance with
the verification
plan. [D02027]

✓ That element
of inspection that
determines the
properties or
elements,
including
functional

Testing

operation of supplies or their components, by the application of established scientific principles and procedures.

[D02028]

[46.101](#)
[\[QMPP\]](#)

Tetrad Trade-off

The graphical representation of the need to balance the objectives (or constraints) of scope, quality (grade), time and

[\[FWH\]](#)

[cost](#). [D02029]

TF

See [Total Float](#)

The Plan

A [document](#) or group of [documents](#) that constitutes all the [plans](#) for the [project](#), frequently contained in a notebook or series of notebooks. [D02030]

[\[SPM 304-9\]](#)

Theoretical Minimum Cost

A cost derived solely from an assessment of the cost of the work involved without taking into consideration any practical considerations such as reduced productivity due to the learning curve, normal startup and delays, and so on. [D03346]

[PD-U]

Theory

The general or abstract principles of a body of fact, a science, or an art. A belief, policy, or procedure proposed or followed as the basis of action. A plausible or scientifically acceptable general principle or body of principles

[Webster]

offered to
explain
phenomena. A
hypothesis
assumed for the
sake of argument
or investigation.
An unproved
assumption.
[D03347]

Theory

✓ A means to
organize
experience.
[D03355]

[PMDT]

Three Duration Technique

A [method](#) for
reducing
[estimating](#)
[uncertainty](#).

Three [durations](#)
are [estimated](#);
[optimistic](#), most
likely and
pessimistic.

Either a beta
distribution is
then used to
calculate the
[estimated](#)
[duration](#) which is
used in a [critical](#)
[path analysis](#), or
[Monte Carlo](#)

[\[PNG\]](#)

simulations are used to calculate a distribution for the overall project duration.

[D02031]

Tied Activity

An activity that must start within a specified time or immediately after its predecessor's completion.

[D02032]

[PMK87]

A team

Tiger Team

established to focus on visibility, [status](#), [evaluation](#), and [recommendations](#) by [experts](#) relative to an area of concern.
[D04283]

[\[CSM\]](#)

Time

See also [Time Management](#).
[D02033]

Time

The measure of [duration](#). [D02034]

[\[FWH\]](#)

Time Analysis

The process of calculating the early and late dates for each activity on a project, based on the duration of the activities and the logical relations between them.

[D02035]

[WST]

A contractual form in which the customer agrees

**Time and
Material
Contract
("T&M")**

to pay the [contractor](#) for all [time](#) and [material](#) used on the [project](#), including a fee as a percentage of all [project costs](#).
[D02036]

[\[SPM 304-9\]](#)

**Time and
Motion**

A [study](#) of the various motions in a piece of discrete and repeatable [work](#) and the [time](#) involved in each

[\[PD-U\]](#)

Study

element for
purposes of
reducing the
overall time or
improving the
procedure. [D03356]

Time Box

The calendar
limits within
which an activity
is required or
expected to
occur. [D03348] [PD-U]

Time Compression

The act of reducing the planned time for an activity, accomplished perhaps by adding unplanned staff or using overtime.. [D02037]

[SPM 304-9]

Time Delay Claim

A request for an extension to the contract dates.
[D02038]

[PMK87]

**Time
Estimate
Unit**

See [Calendar Unit](#). [D02039]

**Time Lapse
Factor**

The typical and necessary [delay](#) between the [time](#) that a piece of [work](#) or [activity](#) is [released](#) and its [actual](#) commencement as a result of preparation and [mobilization](#) of [resources](#). [D03349]

[\[PD-U\]](#)

**Time
Limited
Resource
Scheduling**

See [Resource Smoothing](#).
[D03962]

**Time
Limited
Scheduling**

See [Time-Limited Resource Scheduling](#).
[D03351]

Time Limits

The [calendar](#) dates and [times](#) within which an [activity](#) is

[\[PD-U\]](#)

expected to be performed.

[D03352]

Time Line

A [Schedule line](#) showing key dates and [planned events](#).

[D03702]

[\[DSMC\]](#)

Time Management

✓ The function required to maintain appropriate [allocation of time](#) to the overall conduct

[\[FWH\]](#)

of the [project](#)
through the
successive
[phases](#) of its [life](#)
[cycle](#). [D02040]

The function
required to
maintain
appropriate
[allocation](#) of
[time](#) to the
overall conduct
of the [project](#)
through the
successive [stages](#)
of its natural [life-](#)

Time

Management	<u>cycle</u> , (i.e., <u>concept</u> , <u>development</u> , execution, and <u>termination</u>) by means of the <u>processes</u> of <u>time planning</u> , time <u>estimating</u> , <u>time scheduling</u> , and <u>schedule control</u> . [D02041]	<u>[PMK87]</u>
Time	The various <u>techniques</u> for <u>managing</u> the <u>time</u> taken up by	

Management Techniques	project activities, such as planning , scheduling , trending , etc. [D03358]	[PD-U]
	The time at which all remaining work starts. Sometimes referred to as the status date because all progress information entered for a	

Time Now

project should be [WST]
correct as of this
date. No work
will be
scheduled by the
time analysis or
resource
scheduling
programs prior
to this date.
[D02042]

Time Now

✓ The current
calendar date
from which a
network analysis, [PPS&C;
report, or update p341]

is being made.
[D03731]

**Time Now
Date**

See [Time Now](#)
and [Progress
Date](#). [D03964]

**Time Now
Line**

See also [Status
Line](#). [D02043]

**Time Now
Line**

The [line](#)
indicated on a
[bar chart](#) or
[network](#) which
indicates the

[\[CPMUSC
176-8\]](#)

reporting date
being
considered.
[D02044]

**Time
Oriented**

Projects in which
time is
management's
essential
criterion, such as [PD-U]
meeting the
opening day of
an exhibition.
[D03359]

Comparing
calculated time

Time Periods

versus specified
[time](#) in relation
to [constraints](#) and
time span
[objectives](#).

[D02045]

[\[PMK87\]](#)

The strategic
pacing of the
[project](#) and the
overlapping
between different
activities or
blocks of
activities. For
example, with
the [decision](#) on

Time Phasing

whether or not to
use Rapid
Application
Development
Prototyping,
Concurrent
Engineering,
Simultaneous
Design, Fast
Track, Phased
Hand-over, etc.
The phasing and
overlapping of
activities is also
an important
aspect of the
project
management

[CRMP]

team's skills.

Properly done, it can have a major impact on the performance of the project.

[D03771]

Time Recording

The recording of effort done on each activity in order to update a project plan.

[D02046]

[WST]

Software packages that

**Time
Recording
Software**

build a time sheet from project planning software files and feed actual effort back to the project plan.

[D02047]

[WST]

**Time
Remaining**

Time between a status date and a contract milestone date.

[D04284]

[CSM]

Schedules
depicting project

Time Schedules

timing, e.g. bar charts, as distinct from schedules that list materials or parts. [D03360]

[PD-U]

Time Scheduling

The ordering of the processes required to ensure timely completion of the project.
Scheduling consists of activity definition,

[CRMP]

activity
sequencing,
activity duration
estimating,
schedule
development,
and schedule
control. [D03772]

Time Sheet

✓ A record of the
time spent by an
individual or
group on a
project activity.
[D02048]

[RMW]

A means for

Time Sheet

recording the actual effort expended against project and non-project activities. [D03963]

[\[PNG\]](#)

Time Standard

The time allowed for the completion of a task. [D03732]

[\[PPS&C: p341\]](#)

Time to Complete

Time required from a status date to meet a contract

[\[CSM\]](#)

milestone. [D04285]

Time Value of Money

A concept that acknowledges that money changes value over a period of time; that a sum of money today is worth more than the same sum [PMDT] of money at a future date, because of the fact that the money received now can be

	invested to earn interest. [D03357]	
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Time-Limited Resource Scheduling — to — Turnkey

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Term	Definition (links in blue; ✓ signifies Editor's Choice)
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Time-Limited Resource Scheduling	The <u>production</u> of <u>scheduled</u> dates in which <u>resource constraints</u> may be relaxed in order to avoid any <u>delay</u> in <u>project completion</u>. [D02049]
Time-Limited Resource Scheduling	The assigning of <u>resources</u> to <u>projects</u> while maintaining a <u>specific project</u> end date. <u>Time-limited scheduling</u> allows one to see where available

resources fall short of the requirements needed to complete a project on time. [D03350]

The scheduling of activities so predetermined resource availability pools are not exceeded unless the further delay will cause the project finish to be delayed. Activities can be delayed only until their late start date. However, activities will begin when the

Time-Limited Scheduling

late start date is reached, even if resource limits are exceeded. networks with negative total float time should not be processed by time-limited scheduling.
[D02050]

Time-Phased Budget

The sum of budgets time-phased in accordance with the baseline schedule.
When summed at selected higher level elements of the Work Breakdown Structure,

this should include both direct and [indirect budgets](#). [D02270]

Time-Scaled Logic Drawing

A drawing that allows you to [display](#) the [logical](#) connection between activities in the [context](#) of a [time](#) scale in which each horizontal position represents a point in [time](#). [D02051]

✓ Any [project network diagram](#) drawn in such

Time-Scaled Network Diagram

a way that the positioning of the [activity](#) represents its expected start and [finish date](#). Essentially, it is a [Gantt Chart](#) that includes [network logic](#). [D02052]

Time-Scaled Network Diagram

Any [project network diagram](#) drawn so that the positioning of the [activity](#) represents [schedule](#). [D02053]

[Selection](#), or the ability to select for maximum

Timing

effect, of the precise moment for beginning or doing something. Observation and recording (as by a stopwatch) of the elapsed time of an act, action, or process.
[D03361]

To Be Advised ("TBA")

Usually appearing as the acronym 'TBA', a term inserted in a document indicating that information is not currently available but is expected to be

available in the future.
[D03362]

**To Be
Determined
("TBD")**

Plan content such as dates, specifications, or criteria that have yet to be defined. [D02054]

**To Be
Resolved**

Plan content such as dates, specifications, or criteria that are not final, and are to be resolved by the provider or by the customer as part of the development effort.
[D02055]

**To Complete
Performance
Index ("TCPI")**

The projected performance which must be achieved on all remaining work in order to meet some financial goal set by management. [D02056]

Tolerability

The level of risk which is acceptable in order to achieve certain benefits. [D03965]

The permitted cost and

Tolerance

time scale limits set by the executive committee for the project or set by the project board.

Editor's Note: Also used as a technical term to specify acceptable limits of accuracy. [D02057]

Tools

A physical or notional instrument used in performing an operation as a means to an end. [D03363]

Top Down

The approach to a project whereby it is planned and estimated in increasing levels of detail one level at a time. [D03966]

Top Down Cost Estimating

The approach to making a cost estimate or plan in which judgment and experience are used to arrive at an overall amount, usually done by an experienced manager making a subjective comparison of the project to

previous, smaller
projectss. [D02058]

Top Down Cost Estimating

✓ The preparation of a cost estimate by using judgment and experience to arrive at an overall total amount, usually done by an experienced estimator or manager making a subjective comparison of the project with similar previous projectss. [D02059]

Top Down Cost Estimating

The total [project cost](#) subdivided for [individual](#) activities [based](#) on historical [costs](#) and other [project variables](#). [D02060]

Top Down Estimating

See [Parametric Cost Estimating](#). [D02061]

Top Management

From the [view](#)point of the [project manager](#), Top [Management](#) includes the [individual](#) to whom he or she [reports](#) on [project](#)

matters and other [managers](#) senior to that [individual](#). [D02062]

Top Management Support

The [support](#) of the senior [management](#) of the executing [organization](#). An essential [factor](#) in [successful project achievement](#).. [D03122]

Top-Down Estimating

See [Parametric Cost Estimating](#). [D03666]

Topical Review

Any kind of [project review](#) devoted to a single topic, such as a final [design review](#) or a [manufacturing review](#).

[D02063]

Total Allocated Budget ("TAB")

The sum of all [budgets](#) allocated to the [contract](#). This [value](#) is the same as the [Contract Budget Base](#) (CBB) unless an Over [Target Baseline](#) (OTB) has been established.

[D02064]

**Total
Anticipated
Expenditures
("TAE")**

The sum of [work-to-date](#) plus [obligations](#) plus [planned future expenditures](#), all in the current [fiscal year](#).
[D02065]

**Total
Certainty**

All [information](#) is known. [D02066]

Total Cost

The calculated [cost](#) of a [project](#), [task](#) or [resource](#) over the life of a [project](#). [D02067]

**Total
Expenditure
to Date**

The sum of all [costs](#), direct and [indirect](#), for a [particular activity](#), [work package](#) or whole [project](#), up to the most recent [cutoff date](#). See also [Expenditure to Date](#). [D02596]

Total Float

The amount that an [activity](#) can be lengthened without [delaying the project completion](#), assuming that all other activities are done in their normal [time](#). [D02068]

Total Float

✓ The maximum number of [work periods](#) by which an [activity](#) can be [delayed](#) without [delaying](#) [project completion](#) or violating a [target finish date](#). [D02069]

Total Float ("TF")

See also [Float](#). [D02070]

The amount of [time](#) (in [work units](#)) that an [activity](#) may be [delayed](#)

Total Float ("TF")

from its early start without delaying the project finish date. Total float is equal to the late finish or the late start minus the early start of the activity. [D02071]

Total Float

The excess time available for an activity to be expanded or delayed without affecting the rest of the project - assuming it begins at its earliest time. It is calculated

using the following formula: Total Float = Latest Finish - Earliest Start - Duration. [D03616]

Total Network

Network plan, comprising all project activities. [D02072]

Total Performance

Is achieved when all work, including all deficiencies listed at the time of the substantial performance inspection is complete, accepted, and a

certificate of total
performance is issued
by the supervising
consultant. [D02073]

**Total Quality
Management
("TQM")**

The consistent
integrated orchestration
of the total complex of
an organization's work
processes and activities
to achieve continuous
improvement in the
organization's
processes and products.
[D02074]

Total Quality Management ("TQM")

A common [approach](#) to implementing a [quality improvement program](#) within an [organization](#).
[D02075]

Total Quality Management ("TQM")

✓ A strategic, [integrated management system](#) for [customer satisfaction](#) that guides all employees in every aspect of their [work](#).
[D02076]

A broader, more ambitious [system](#) ([philosophy](#)) than

Total Quality Management

Quality Management for identifying what the client really wants, defining the organization's mission, measuring throughout the whole process how well performance meets the required standards, and involving the total organization in the implementation of a deliberate policy of continuous improvement. [D03773]

Total Slack

The amount of [time](#) a [task](#) can slip without [affecting](#) the [project's](#) [finishing](#) date. When the total [slack](#) is negative, the [duration](#) for a [task](#) is too long for its [successor](#) to begin on the date required by its [constraint](#). [D02077]

Total Uncertainty

No [information](#) is available and nothing is known. By [definition](#), total [uncertainty](#) cannot be envisaged. [D02078]

TQM

See [Total Quality Management](#)

Traceability

✓ The ability to trace the history, [application](#) or [location](#) of an item or [activity](#), or similar [items](#) or activities, by means of [recorded identification](#). [D02079]

The [management](#) and mapping of the parent [child relationships](#) of all [requirements](#). Includes from [user](#) to

Traceability

system requirements; system requirements to lower level requirements; requirements to design; design to implementation; design to verification; and requirements to validation. [D04286]

Tracking

✓ Collecting actual time, cost and resource information and feeding them back into the project plan.

Editor's Note: See also

The process of collecting actual time, cost and resource information and feeding this back into the project plan. When there is a significant number of activities to assess, the process of tracking the Earned Value may be much simplified by adopting one of the following assumptions:

Tracking

1. 0/100 Tracking - all the Baseline cost of an activity is accepted when the activity is completed.
2. 100/0 Tracking - all the Baseline cost of an activity is accepted when the activity is started.
3. 50/50 Tracking - 50% of the Baseline cost of an activity is accepted when the activity is started

and the remainder
when it is
completed.

[D03583]

Trade-Off

✓ Allowing one aspect
to change, usually for
the worse, in return for
another aspect of a
project getting better.

[D02081]

In an economic analysis
or assessment of design
alternatives, certain
products or certain

input resources are interrelated so that increasing one reduces the others. Between such products or resources there is a "trade-off" cost or revenue as one is substituted for another.

Trade-Off

In preparing a building design, for example, there is a relationship between heating capacity and amount of thermal insulation installed. This can be translated into a set of

"trade-off" costs that vary over the range of feasible heating capacity values for any given temperature range. See also Value Management. [D02082]

Project management training may be defined as the passing on of procedural skills to enable repetition in the future of what has been taught in the past. The knowledge is essentially

Training, in

**project
management**

[prescriptive](#). The benefit is in "How to do it." For example, upon returning to his or her job function, that [individual](#) can quickly put into [practice](#) the [skills](#) that have just been learned. (See also Education.) [D02083]

Tranche

A block of [work](#) within the [programme](#), identified to facilitate the [programme's management](#).
Editor's Note: This

term is not commonly used in North America.
[D03967]

**Transfer of
Care, Custody
and Control
("TCCC")**

The transfer of a [project's completed deliverable](#) into the hands of the [user](#) together with [responsibility](#) for its care, [usage](#) and [maintenance](#). [D03364]

Transition

Passage from one state, [stage](#), subject, or place to another. [D03365]

Transition Plan

✓ Part of the program definition statement that describes how the transition from the current business operation to the new environment of the blueprint will be managed. [D02084]

Transition

A component of the programme definition statement, describing how the transition is to be managed from the

Plan

current business
[operation](#) to the new
[blueprint](#) environment.
[D03968]

Transmit

To send or convey from
one person or place to
another. [D02085]

Transportation

Means of conveyance
or travel from one
place to another. [Public](#)
conveyance, e.g. [public](#)
transit, of passengers or
[goods](#) especially as a
public or [commercial](#)

[enterprise](#). [D03366]

Trend

A general tendency (of [events](#), etc.) [D02086]

Trend Analyses

Mathematical [methods](#) for establishing [trends](#) [based](#) on past [project](#) history allowing for [adjustment](#). refinement or [revision](#) to predict [cost](#). [Regression analysis techniques](#) can be used for predicting [cost/schedule trends](#)

using [data](#) from
historical [projects](#)
[D02087]

Trend Line

A [line](#) on a [schedule](#) or
[chart](#) showing the
pattern of [progress](#) that
is being set over [time](#),
i.e. from [measurement](#)
[period](#) to [measurement](#)
[period](#). [D03367]

Trend Monitoring

A [system](#) for [tracking](#)
the [estimated](#)
[cost/schedule/resources](#)
of the [project](#) vs. those
[planned](#). [D02088]

Trend Reports

Indicators of variations of project control parameters against planned objectives.
[D02089]

Trending

✓ A review of current progress compared to last reported progress which, when displayed graphically, shows whether a course correction is necessary to achieve the baseline plan [D01852]

Trending

Analysis of trends.

[D02090]

Trending

The review of proposed changes in resources allocation and the forecasting of their impact on budget. To be effective, trending should be regularly performed and the impacts on budget plotted graphically. Used in this way trending supports a decision to

make a course
[correction](#), or seek an
[authorized](#) a [change](#).

[D02091]

Trial Balloon

A tentative [plan offered](#)
to [test](#) the reaction of a
[particular](#) audience.

[D03579]

The term used to
describe the three key
[project objectives](#) that
must be simultaneously
accomplished, namely,
the [performance](#)
[specification](#), the [time](#)

Triple Constraint

[schedule](#), and the monetary [budget](#).
Editor's Note: An [obsolete](#) term. There are four fundamental and interrelated [project management objectives](#) or [variables](#), namely: [scope](#), [quality](#), [time](#) and [cost](#). [D02092]

TRR

See [Test Readiness Review](#)

Turbulence

Disturbance, agitation

or tumult. [D03368]

Turnaround Report

A report created especially for the various responsible managers to enter their progress status against a list of activities that are scheduled to be in progress during a particular time window. [D02093]

A form of contract in which a facility or equipment is to be

Turnkey

[designed](#), built,
supplied, or installed
[complete](#) and ready for
[operation](#). [D03369]

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*Widemo
Comparative
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Project Management
Terms v2*

UB — to — Utilization

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Term	Definition (links in blue; ✓ signifies Editor's Choice)	So

UB

See [Undistributed Budget](#)

Unavoidable Delay

A [production delay](#) the operator cannot prevent. [D03703]

[\[DSM\]](#)

Uncertainty

Lack of [knowledge](#) of future [events](#). See also [Project Risk](#). [D02094]

[\[PM\]](#)

The possibility that [event](#)s may occur which will [impact](#)

Uncertainty

the [project](#) either favorably or unfavorably. Uncertainty gives rise to both [opportunity](#) and [risk](#). See also [\(project\) risk](#). & [D02095]

[\[FW\]](#)
[\[RM\]](#)

Uncertainty

✓ All [events](#), both positive and negative whose probabilities are neither 0% nor 100%. Uncertainty is a distinct

[\[RM\]](#)

characteristic of the
project
environment. [D02229]

Uncertainty

A condition, event,
outcome, or
circumstance for
which the extent,
value, or
consequence is not
predictable. [D03704]

[DSM]

Those risks to the
project which, if
occurring, cannot
be mitigated in any

Uncontrollable Risks

way by the [project manager](#) or his/her [team](#), are listed in the [project plan](#) as excluded from the [project's estimated cost](#) and [schedule](#) and require the prior [direction](#) of the project's [sponsor](#) before any further [action](#) can be taken. Such [action](#) may [range](#) from the provision of additional [funding](#) to cover remedial actions, to

[PMO]

temporary
suspension, to
aborting the whole
project. [D02096]

Under- allocation

Assigning a
resource to work
fewer hours than the MS
resource is
available. [D02097]

Underrun

The amount by
which an activity,
piece of work or
something produced
falls below its PD

corresponding estimate, usually of cost. [D03370]

Understanding

1. A mutual agreement not formally entered into but in some degree binding on each side.
2. A familiarity with, or comprehension of, facts and/or sympathy for situational

[PD-

conditions,
etc.

[D03371]

**Undistributed
Budget ("UB")**

Budget applicable
to contract effort
which has not yet
been identified to
specific cost
accounts or work
packages. [D02098]

IWS

Estimating costs by
measuring the
amount of work, or
number of units,

Unit Costing

involved and applying a [standard price](#) per unit.

[D03372]

[\[PD-](#)

Unit of

The thing inspected in order to determine its [classification](#) as [defective](#) or non-[defective](#) or to count the number of [defects](#). It may be a single article, a pair, a set, a length, an area, an [operation](#), a

[\[MII
105\]](#)

Product

volume, a component of an end product, or the end product itself. The unit of product may or may not be the same as the unit of purchase, supply, production, or shipment. [D02099]

[QM-

Unit Price

See Unit Price Contract. [D03373]

[PD-

A fixed price

**Unit Price
Contract
("UP")**

[contract](#) where the
[supplier](#) agrees to
furnish
[goods/services](#) at
unit rates and the
final [price](#) is
dependent on the
quantities needed to
carry out the [work](#).

[D02100]

[\[PM\]](#)

**Unknown-
unknown**

See [Known](#),
[Known-unknown](#),
[Unknown-unknown](#)
[method](#). [D00889]

Unpredictable

Incapable of being determined in advance whether by [observation](#), [experience](#) or reason. [D03374]

[\[PD-](#)

Unpriced Changes

[Authorized](#) but unnegotiated [changes](#) to the [contract](#). [D04287]

[\[CSM](#)

Unsolicited Proposal

A [proposal](#) submitted which is not a response to a

[\[CSM](#)

	formal solicitation. [D04288]	
Unsuccessful	Disappointing, failed, frustrated, not successful. [D03375]	[Wel
UP	See Unit Price Contract	
Update	✓ To revise the schedule to reflect the most current information on the	[PM

[project](#). [D02101]

Updating

Revising,
amending. [D02102]

[\[NPM\]](#)

Updating

As in [Schedule](#)
Updating, [revision](#)
of a [schedule](#) or
[network](#) to reflect
[progress](#) to date.
Fully [completed](#)
[items](#) are
eliminated and the
date of the [update](#)
becomes the new
reference date for

[\[CCC\]](#)

the [project](#). [D02103]

Urgency

Something that calls for immediate [action](#). [D03376]

[\[Wel\]](#)

Usability

The extent to which an item is capable of being used, or is convenient and practical in use. [D03377]

[\[Wel\]](#)

Firmly established and generally

Usage

accepted [practice](#) or [procedure](#). The way in which words and phrases are [actually](#) used (as in a [particular](#) form or sense) in a [language community](#) by virtue of preference, convenience, or [practice](#). [D03378]

[\[Wel\]](#)

User

The intended occupant or operator of the constructed [facility](#). [D02104]

[\[CCC\]](#)

User

✓ Any individual or organization who uses the system or the results of the system. [D04289]

[CSM]

User Acceptance Letter

✓ A letter prepared by the project or stage manager after ensuring that the system complies with the user's acceptance criteria. [D02105]

[WS]

User Acceptance Letter

A [mandatory](#) letter prepared by the [project manager](#) or [stage manager](#) on behalf of the [project board](#) after ensuring that the [system](#) complies with the [user acceptance criteria](#). [D03969] [PNC]

User Assurance

The [protection](#) of the [user's](#) interests including the [impact](#) on the [user's](#) business and [operational](#) [PNC]

requirements. [D03970]

**User
Assurance
Coordinator**

The person who represents the users on a day-to-day basis and is responsible for reporting and monitoring user assurance aspects of the project.
[D03971]

[PNC

An interface that is compatible with an average person's ability to use it

User Friendly

successfully and easily. A term typically used in reference to [software](#). [D03705]

[\[RM\]](#)

User Interface

See [Interfaces](#). [D03379]

User Needs

See [Needs](#) [D02179]

User Requirements

✓ The [requirements](#) governing the [project's deliverable](#) or

[\[PD\]](#)

product as
expressed by the
userS. [D03380]

User Requirements

What the user
needs, expressed in
user terminology.

Editor's Note:

*What the user
needs is not
necessarily the
same as the user's
expressed 'wants'.*

[D04290]

[CSM]

User

A document that
defines user's needs

Requirements Statements	in user terminology from the user's perspective. [D04291]	[CSM]
Utilization	The extent to which something is turned to practical use or account . [D03381]	[Wel]

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VAC — to — Volume

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Term	Definition (links in blue; signifies Editor's Choice)
VAC	See Variance at Completion

Validate Contract

To verify that a [contract](#) is [legally](#) binding on both [parties](#). [D03382]

Validation

A term used in [C/SCSC](#) to mean [approval](#) or compliance with the [criteria](#). [D02106]

Validation

✓ As in [Project](#) Validation the [process](#) of providing evidence that a [system](#) meets the [needs](#) of the [use](#) i.e. "Are we [building](#) the ëRight Thingí?" (See also

Verification) [D02107]

Validation

The approach to proving the user is satisfied. [D0429]

Valuation

An assessment of market value of property; determination of value in terms of cost or price, typically for replacement or insurance purposes. [D03383]

Value

A standard, principle or quality considered worthwhile or desirable.

[D02108]

Value

Worth or performance
divided by cost. [D03776]

Value

✓ Benefit divided by cost
[D04292]

**Value
Analysis**

An activity devoted to
optimizing cost
performance. It is the
systematic use of
techniques which identify
the required functions of a
item, establish values for

those functions and provide the functions at the lowest overall cost without loss performance (optimum overall cost). [D02109]

Value Analysis

See also Value Management. [D03096]

Value Engineering

See also Value Management. [D03095]

✓ An organized effort to analyze the functions of systems, equipment,

Value Engineering

facilities, [services](#), and [supplies](#) for the [purpose](#) of achieving the essential functions at the lowest [life cycle cost](#) consistent with required [performance](#), [reliability](#), [quality](#), and [safety](#). [D03580]

Value Engineering

The [structured approach](#) to optimizing [project value](#) through [examination](#) of the [project's design](#). It is concerned with optimizing the [design](#), engineering and [configuration](#) aspects of [value](#). [D03774]

**Value
Enhancing
Project
Strategies**

Strategies designed to add value to the project deliverable by improving cost effectiveness or features or functionality, often accomplished as part of Value Management.

[D03384]

**Value
Improvement**

See Value Enhancing Project Strategies. [D03385]

A structured means of improving business

**Value
Management**

effectiveness that include the use of management techniques such as value engineering and value analysis. [D02110]

**Value
Management**

A technique for optimizing cost and/or performance. [D02111]

This technique is a creative, organized approach designed to optimize the total cost and/or performance of the project. Usually applied only to the most significant

Value Management

elements of a project by analyzing their contribution and identifying functional acceptable substitution.

VM often results in improved performance and/or appearance and simplification at a payoff many times the cost of the VM program. It is best applied in the earliest stages of a project. VM is not popular because of its "real" front end cost compared to "notional" downstream savings. Also because it is seen by

designers as a threat to their credibility. See also Brainstorming. [D03094]

**Value
Management
("VM")**

An organized effort aimed at analyzing the function of a system or systems, equipment, facilities, and supplies, for purposes of achieving at the lowest overall cost the same required function and/or performance, including reliability, maintainability, delivery and human factor
[D03625]

Value Management

✓ A structured means of improving effectiveness in line with the organization goals. It refers to the overall process of identifying key issues and setting targets; identifying the teams and processes necessary to achieve these and implementing these to obtain successful results.

It is concerned with the broader optimization of strategic issues, encompasses the value engineering process at the project's strategic

definition stage and is generally done via a structured workshop. [D037]

Value Management Program

A program of required Value Management focus on design and delivery of whole facilities, systems, supplies and materials with essential characteristics at lowest overall costs. It includes the identification of high cost areas for study, the evaluation of function cost-worth, application of a VM job plan, and a systematic interdisciplinary

study of selected areas
concurrent with Design
Development. [D03626]

A function-oriented
appraisal of all elements
an item, system, or process
to achieve essential
characteristics at minimum
overall cost. The
procedure encompasses a
number of steps or stages
as follows:

1. Information gathering
2. Function analysis
3. Creative solution

Value

Management Study

- generation
4. Judgmental solution evaluation
 5. Development of alternatives
 6. Presentation of recommendation and approval
 7. Implementation of changes
 8. Follow-up reporting of results

[D02256]

Value Study

A formal recommendation for change as a result of a

Proposal

[Value Management](#)

exercise. [D03629]

Value-Added

See [Added Value](#) [D02559]

Values

Qualities in the [culture](#) of an [organization](#) that are considered to be important such as honesty, integrity, being [ethical](#) and forthright etc. In the [project context](#), [values](#) include [supportive](#) of [team work](#), [productivity](#), self-[direction](#), and so on. [D03386]

Variable Cost

A cost that changes over time, such as an hourly rate for resources that rises as the resource continues to work. [D02112]

Variable Cost

✓ A cost that changes with the production quantity or the performance of services. This contrasts with fixed costs that do not change with production quantity or services performed. [D03706]

A quantity that may assume

Variables

any one of a set of [values](#)
[D03387]

Variance

A discrepancy between the [actual](#) and [planned](#) [performance](#) on a [project](#), either in terms of [schedule](#) or [cost](#). [D02113]

Any [actual](#) or potential [deviation](#) from an intended or [budgeted](#) figure or [plan](#).
A variance can be a difference between intended and [actual time](#).
Any difference between the

Variance

projected duration for an activity and the actual duration of the activity. Also, the difference between projected start and finish dates and actual or revised start and finish dates. [D02114]

Variance

The difference between a actual or estimated cost and an authorized appropriation for the scope of work in a cost class. Variances can be negative (under-run) or positive (over-run). [D02115]

Variance

✓ The difference between the [baseline](#) and [schedule task](#) or [resource information](#). Variances occur when you set a [baseline plan](#) and begin entering [actual information](#) into your [schedule](#) or [cost](#) spreadsheet.

[D02116]

Variance

[Value](#) minus mean all squared for a point on a distribution curve. [D02231]

Variance

In common usage, the difference between a pre-established measure and a actual measure. [D03581]

Variance

Any deviation of project work from what was planned. Variance can be around costs, time, performance, or project scope. [D03733]

The analysis of the following :

- Cost Variance = BCWP - ACWP

Variance Analysis

- $\% \text{ Over/Under} = 100 \times \frac{(\text{ACWP} - \text{BCWP})}{\text{BCWP}}$
- Unit Variance Analysis
- Labor Rate
- Labor Hours/Units of Work Accomplished
- Material Rate
- Material Usage
- Schedule/Performance
 $= \text{BCWP} - \text{BCWS}$

[D02117]

Variance at

The budget at completion
less the estimate at

Completion
("VAC")

[completion](#). A negative result indicates that the [project](#) is over [budget](#).
[D02118]

Variance
Reports

[Documentation](#) of [project](#) [performance](#) about a [planned](#) or measured [performance](#) parameter.
[D02119]

Variance
Threshold

The amount of a [variance](#) which will require a [formal problem analysis report](#), as agreed to by the [contractor](#) and the [customer](#). [Variance](#)

parameters will differ depending on the function level and stage of the project. [D02120]

Variation Order

✓ Client-approved variation to a contract, bill of quantities, requirement specification or similar. [D02121]

Variation Order

The term used in the construction industry for a approved technical change to the project. [D02122]

Vendor

A supplier of material or services offered from a catalog or price list and purchased with a purchas order. [D04294]

Vendor Contact

Communication with the seller by the buyer. Under certain circumstances such contact may be considered unethical, such as when offers by competing vendors are being evaluated. [D03388]

Vendor Pricing

Submission of a [price](#) list for [goods](#) or [services](#) on [offer](#) by a [seller](#) to a [buye](#)
[D03389]

Venn Diagram

A diagram in which close circles represent separate identifiable sets and their [logical](#) commonality or distinction by the [inclusic](#) exclusion, or intersection and overlap of the circles
[D03390]

Venture

An undertaking involving chance, [risk](#), or danger, such as a speculative

business [enterprise](#). [D0339]

Venture Organization

The [form of organization](#) used in some large [organizations](#) where a three or four person [team](#), itself functionally organized, is established within the larger [organization](#) to develop and [commerciali](#) a new [product](#). [D02123]

Verbal Bid

Undocumented quotation telephone or other verbal means of [communication](#). [D02124]

Verifiable

Something for which the truth, [accuracy](#), or reality can be confirmed. [D03011]

Verification

The confirmation of [data](#), [application](#) of [judgment](#) and [comparison](#) with other [sources](#) and previous monitor [results](#). [D02125]

✓ As in [Project](#)
Verification, proof of compliance with [specification performance](#)

Verification

[requirements](#). Verification may be determined by [tes analysis](#), [inspection](#), or [demonstration](#), i.e. "Are v [building](#) the thing 'Right' (See also [Validation](#)) [D02126]

Verification

Proof of compliance with [specifications](#). Verificatic may be determined by [tes analysis](#), [inspection](#), or [demonstration](#). [D04295]

A [part](#) of the [Implementation Plan](#) that

Verification Plan

describes the [approaches](#) and [methods](#) of proving [performance](#). Includes the [approach](#) to [development integration verification](#), and [qualification testing](#), and [system verification](#). May be [part](#) of the [System Engineering Management Plan](#). [D04296]

Verification Procedures

[Step](#) by [step](#) [instructions](#) that implement the [inspection](#), [demonstration testing](#), and [analysis](#) required by the [Verification Plan](#). They include

equipment to be used,
[calibration requirements](#),
[facility requirements](#), etc.
[D04297]

Vertical Organization

An [organization](#) that exhibits a number of levels in its [hierarchy](#) and/or produces [products](#) that naturally stem one from another. For example, a forestry [industry company](#) that includes in its [commercial](#) activities from logging, to pulp, to bulk paper, to consumer paper, to related decorative and paper [based products](#).

[D03392]

View

A mode or manner of looking at or regarding something. An opinion or judgment colored by the feeling or bias of its holder. To survey or examine mentally. [D03393]

Virtual Co-

An arrangement whereby project team members 'meet' as often as necessary through teleconferencing. This arrangement has been made necessary for

location

companies who operate globally, and has been made possible with mode [communications technology](#). [D02330]

Vision

See [Project Vision](#). [D03395]

VM

See [Value Management](#)

Vocabulary

A list or collection of words or of words and phrases usually alphabetically arranged

and explained or defined. For example, this glossary of [project management](#) terms. [D03396]

Volume

1. The space occupied by a three dimension object.
2. The level of throughput.

[D03397]

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Wage — to — Work Load

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Term	Definition (links in blue;  signifies Editor's Choice)	S

Wage

Money paid as [compensation](#) for [labor](#) or [services](#) usually according to [contract](#) and on an hourly, daily, or piecework basis.

[D03398]

[\[PI\]](#)

Waiver

See also [Concession](#)

[D00273]

[Buyer action](#) that grants [contract](#) relief from achieving specified [performance](#).

Waiver

Usually applied when the required performance is not worth the cost and/or schedule to achieve full compliance. [D04298]

1. The examination of the quality of an operational procedure or test by simulating the actual execution but

Walk-through

bypassing high risk or expensive operations. It ensures that personnel and equipment are ready to carry out the real thing.

2. A peer group mentally stepping through software design and logic flow with test cases to identify

[C]

errors.

[D04299]

War Room

See Communication Room. [D02485]

Warranty

✓ A promise or affirmation given by a contractor to the government regarding the nature, usefulness, or condition of the supplies or performance of services furnished

[F/
46.
[Q

under the [contract](#).

[D02127]

Waterfall

A name given to a [particular form of presentation](#) of the [project life cycle](#).

Rather than being broken into distinct [periods](#) of [controlled phases](#), all activities appear as one long hierarchical succession. [D03399]

[\[PI\]](#)

A [phased](#)

Waterfall Model

[development approach](#) for [hardware](#) and [software](#) that requires [milestones](#), [products](#), and [reviews](#) at each [phase transition](#).
[D04300]

WBS

See [Work Breakdown Structure](#)

WBS Coding

See [Code of Accounts](#). [D03400]

WBS Dictionary

A document that describes each element in the WBS including a Statement of Work (SOW), describing the work content of the WBS element, and a Basis of Estimate (BOE), describing how the budget of the element was developed. Additional information about

each WBS element might include the [responsible organization](#), [contract](#) number, and so on. The WBS Dictionary will often result in the [project](#) or [contract statement of work \(SOW\)](#). [D02128]

Web Site

See [Project Web Site](#). [D02486]

The [process](#) of

Weighting

assigning 'weights' to different objects, especially to competing [tenders](#), according to some established [criteria](#) for evaluating their relative merits or [value](#) and hence for making a [logical](#) and justifiable [selection](#).

[D03401]

[\[PI\]](#)

One that is optimized for [effectiveness](#) in its [planning phases](#) but

Well Managed Project

emphasizes efficiency in its implementation phases that include commissioning, start-up and close out. [D02129]

[P]

A procedure for testing plant and equipment prior to full commissioning. Dry test runs imply tests without product throughput, e.g. the testing of electrical power systems for

Wet and Dry Test Runs

continuity and integrity without applying the main [power supply](#). Wet test runs imply running the equipment up to full load or higher with [product](#), e.g. running pumping station tests and observing the flow of water, vibration, tendency towards cavitation and so on. [D03402]

[\[PI\]](#)

A condition where

What Market Will Bear

the [seller](#) pushes the [price](#) of its [product](#) up to a point where [sales](#) are still viable, but beyond which [buyers](#) become reluctant to buy the [product](#) and [sales](#) start to fall.

[D03403]

[\[PI\]](#)

What-If Analysis

The [process](#) if evaluating alternative strategies. [D02130]

[\[W\]](#)

**Whole Life
Costing**

See [Product Life
Cycle Costing](#).

[D02631]

[24]

Whole Product

The [complete
project deliverable](#)
including all of its
[components](#), spares,
[technical
documentation](#) and
so on. [D03404]

[PI]

Win-Win

When both [parties](#)
are better off in the
[outcome](#) after a
[negotiation](#) has been

[O'
27]

completed. [D02131]

Withdrawal

One or both sides
withdraw from the
conflict. [D02132]

[P]

Withdrawal, in negotiating

The termination of
negotiations without
any agreement.
[D02734]

[P]
p3.

Exertion of energy,
physical or mental;
effort directed to

Work

some [purpose](#) or end; an undertaking or [enterprise](#); [task](#); that which is done; the act of producing; toil; etc. [D02133]

[W]

Work

The total number of hours, people or [effort](#) required to [complete](#) a [task](#).
[D02134]

[W]

✓ The [effort](#) spent on an [activity](#) or [task](#). [Effort](#) x [Time](#).

Work

Editor's Note:
Scientifically speaking, "effort or work = force x distance". However, 'work' is often used in the sense of 'work done' as in 'work-to-date' (spent) on an activity or task. Hence: effort spent over a period of time. [D02176] [\[R\]](#)

The expenditure of effort, physical

Work

and/or mechanical,
in the course of an
activity or task.

[D02183]

[SI

Work

The performance of
any useful service
for which payment is
to be made. [D03409]

[SI

**Work
Acceptance**

Work is considered
accepted when it is
conducted,
documented and
verified as per
acceptance criteria
provided in the

[PT

technical specifications and contract documents.

[D02135]

Work Authorization

Process of sanctioning all project work. [D02136]

[P]

Work Authorization /

In cases where work is to be performed in segments due to technical or funding limitations, work authorization/release authorizes specified

[P]

Release

work to be performed during a specified period.

[D02137]

**Work
Breakdown**

A structure for breaking a large project into smaller work components.

[D02138]

[C]
176

A task-oriented "family tree" of activities which organizes, defines

Work Breakdown

and graphically displays the total work to be accomplished in order to achieve the final objectives of the project. [D02139]

✓ A technique for representing all the components, software, services and data contained in the project scope statement. It establishes a hierarchical

Work Breakdown

[structure](#) or [product](#) oriented "family tree" of [elements](#). It is used to organize, define and [graphically display](#) all the [work items](#) or [work packages](#) to be done to accomplish the [project's objectives](#). [D03097]

[C]

Work Breakdown Code

A [code](#) that represents the "family tree" of an [element](#) in a [work breakdown](#)

[W]

[structure](#). [D02140]

**Work
Breakdown
Structure
("WBS")**

A [product](#)-oriented family tree of [elements](#) that [completely](#) organizes, defines and [graphically displays](#) the [components](#), [software](#), [services](#) and [data](#) to be produced, as well as the [work](#) to be done, to achieve the specified [project outcome](#). See [Work](#)

[\[C\]](#)

[Breakdown](#) [D02141]

Work Breakdown Structure

Activities required to [complete](#) a [project](#), arranged in a hierarchical [structure](#). [D02142] [\[N\]](#)

Work Breakdown Structure ("WBS")

A basic [project](#) diagram that [documents](#) and describes all the [work](#) that must be done to [complete](#) the [project](#). The [WBS](#) forms the basis for [\[O\]](#)
[27](#)

costing, scheduling,
and work
responsibility.

[D02143]

**Work
Breakdown
Structure
("WBS")**

A family tree,
usually product
oriented, that
organizes, defines,
and graphically
displays the
hardware, software,
services, and other
work tasks
necessary to
accomplish the
project objectives.

[D02144]

[SI
9]

Work Breakdown Structure ("WBS")

A product-oriented
family tree of
project components
which organizes and
defines the total
scope of the Project.
Each descending
level represents an
increasingly detailed definition of a
project component.
Project components
may be either
products or
services, and
intermediate or

Work

A task-oriented
ëfamily treeí of
activities which
organizes, defines
and graphically
displays the total
work to be
accomplished in
order to achieve the
final objectives of a
project. Each
descending level
represents an
increasingly detailed
definition of the

Breakdown Structure ("WBS")

project objective. It is a system for subdividing a project into manageable work packages, components or elements to provide a common framework for scope/cost/schedule communications, allocation of responsibility, monitoring and management. [D02146] [P]

Work Breakdown Structure ("WBS")

A tool for defining the hierarchical [breakdown](#) and [work](#) in a [project](#). It is developed by identifying the highest level of [work](#) in the [project](#). These major categories are broken down into smaller [components](#). The subdivision continues until the lowest required [level of detail](#) is established. These end units of the

WBS become the project activities. Once implemented, the WBS facilitates summary reporting at a variety of levels. [D02147]

✓ A task oriented detailed breakdown, which defines the work packages and tasks at a level above that defined in the networks and schedules. The WBS initiates the

Work Breakdown Structure ("WBS")

development of the Organizational Breakdown Structure (OBS), and the Cost Breakdown Structure (CBS). It also provides the foundation for determining Earned Value and activity networks. [D03777]

[C]

A publication that describes in detailed narrative form each element of a work

**Work
Breakdown
Structure
Dictionary**

[breakdown structure](#), the element's [products](#), [work content](#), unique [master code identifier](#) and other pertinent [information](#). [D02148]

[C]

**Work
Category**

A division of [work](#) according to some distinct [characteristics](#), such as the trade involved, e.g. mechanical, electrical, etc. [D03405]

[PI]

Work Definition

The [process](#) of describing or a description or [specification](#) expressing the essential nature of the [work](#) in question. See also [Scope of Work](#), and [Work Breakdown Structure](#). [D03406]

[\[PI\]](#)

Work Effort

See [Level of Effort](#).
See also [Work](#).
[D03407]

Work Flow

The relationship of the activities in a project from start to finish. Work flow takes into consideration all types of activity relationships. [D02149]

[01
[P

Work Item

A portion of the project that can be clearly identified and isolated. [D02150]

[C

Work Item	See also Activity . [D02151]	
Work Load	The amount of work units assigned to a resource over a period of time . [D02152]	[W] [PT]

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Work Management — to — Written

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Term	Definition (links in blue; ✓ signifies Editor's Choice)

Work Management

Techniques applied to the organization and conduct of work for purposes of maintaining efficiency or effecting improvement.

[D03408]

Work Measurement

The use of labor-time standards to measure and control the time required to perform a particular task or group of tasks. [D03582]

Work Package

A [deliverable](#) at the lowest level of the [work breakdown structure](#). A [work package](#) may be divided into activities. [D02153]

A generic term for units of [work](#) as a sub-division of the total [scope](#) of a [project](#). As a [project progresses](#) through the various [stages](#), [work](#)

packages will be identified at progressively lower (greater) levels of detail. At any given level the content of the work packages will be entirely contained within any given code item definition.

While an agreement or contract will contain one or more work packages, such work packages

Work Package

should be the responsibility of only one department, consultant, sub-consultant, contractor or trade contractor. The smallest work package should still be large enough to be a scope of work that could be competitively bid and awarded as a contract by itself. A Work Package may be further sub-

divided into [tasks](#) and [resources](#) ([labor](#) and [materials](#) etc.)

[D02154]

Work Package

An [accountable](#) item of [work](#). [D02155]

Detailed short-span [tasks](#), or [material items](#), identified by the [performing contractor](#) for accomplishing [work](#) required to

complete a project.
A work package represents a further breakdown of the work defined by the cost account. In traditional cost/schedule systems, the criteria for defining work packages is as follows:

1. Each work package is clearly distinguishable from all other

Work Package

- work packages in the [program](#).
2. Each work package has a [scheduled start](#) and [finish date](#).
 3. Each work package has an assigned [budget](#) that is [time-phased](#) over the [duration](#) of the work package.
 4. Each work package either has a

relatively
short duration,
or can be
divided into a
series of
milestones
whose status
can be
objectively
measured.

5. Each work package has a schedule that is integrated with higher-level schedules.

Work Package ("WP")

A term used to describe logical elements of work as sub-units of the total project Scope at the lowest level of any particular leg of the WBS and for which responsibility can be allocated, or which is required within a responsibility allocation, for purposes of

supervision and
control of the work.
[D02157]

Work Package

✓ A generic term for a unit within a work breakdown structure (WBS) at the lowest level of its branch, not necessarily at the lowest level of the whole WBS. It may be used to refer to a unit of work performed within the organization, while Commitment

Packageí may be used for work contracted or purchased outside the organization.

[D02158]

**Work
Packages/Control
Point**

WBS elements of the project isolated for assignment to work centersí for accomplishment.

Production control is established at this element level.

[D02160]

Work Pattern

An established and recognizable flow of work. [D03410]

Work Plan

In the design stage, the designer's schedule plan, budget and monitoring system. [D02161]

The results or deliverables that need to be produced in order to complete the

Work Products

project and deliver the necessary changes. The work products may range from a new building to a completed training course.

[D02162]

In some organizations a work order system is used. Departments are forewarned of work contributions expected for a project for staff

Work Release

planning purposes, but must await authorization (i.e. release) before commencing. This enables proper sequencing, updating and coordination with the project work of others. A work release system may also be used where the project is being planned and managed by work package, and as each package

passes through [detailed design](#) and becomes ready for separate [tender](#) and [award](#) ([Fast Tracking](#)). [D03411]

Work Remaining

The [work tasks](#) still to be done to [complete](#) the [project](#). [D04301]

A statistical [sampling technique](#) employed on human [work](#) to determine

Work Sampling Study

travel, [handling](#), relaxation, etc. as well as [productive work time](#), as a proportion of the whole for [purposes](#) of effecting overall [improvement](#).

[D03420]

Work Scope

The extent of the [work](#). See also [Scope of Work](#).

[D02163]

The detailed descriptions of

Work Statements

[work content](#), i.e. [scope of work](#), for each [work package](#) that together make up the whole [project](#). [D03412]

Work Study

See [Method Study](#).
[D03075]

Work Unit

A [calendar time](#) unit when [work](#) may be performed on an [activity](#). [D02164]

Work Units

✓ The measurement of resources. For example, people as a resource can be measured by the number of hours they work. [D02165]

Work-to-Date

Includes actual and estimated value of all work from all sources chargeable to the project.
[D02170]

✓ An alternative

Workaround

solution to a potential [problem](#).

[D02166]

Workaround

An unplanned response to a negative [event](#).

*Editor's Note:
More typically, the [work](#)around is [planned](#) - but in [crisis](#) mode.* [D02167]

The [development](#) of [work](#)able solutions to overcome or

Workaround

circumvent [problems](#) and obstacles to [progress](#) in the [work](#). When a [risk assessment](#) identifies potential [problems](#), then the workaround can be [planned](#) well in advance, i.e. "If that happens, we will do this." [D03707]

Workers

Those who [labor](#).
[D03413]

Working Calendar

The total [calendar](#) dates which cover all [project](#) activities , from [start to finish](#).

[D02168]

Working Capital

The [assets](#) needed for the running of an [enterprise](#). [D02440]

Working

The detailed [graphical](#) representations resulting from the [detailed design effort](#) and which are

Drawings

necessary for the proper [construction](#), [assembly](#) or creation of the thing [designed](#). [D03414]

Working Period Flexibility

An [employment](#) arrangement in which employees may choose to [work flexible](#) hours (Flextime). This arrangement only [works](#) in cases where there is a fair degree of independence

between the work of each [individual](#).
[D03415]

Workload

[Review](#) of [planned work](#) demand on [resources](#) over [time](#) spans versus acceptable limits and their [availability](#). [D02169]

A usually brief and intensive educational [program](#) for a

Workshops

relatively small group of people that focuses especially on [techniques](#) and [skills](#) in a [particular field](#), e.g. a training [workshop](#). Unlike a briefing or lecture, a [workshop](#) format encourages interaction and creative [participation](#).

Editor's Note:

Workshops are especially useful at the commencement of a [project](#) to

'educate and motivate' team members by examining the project's goals, objectives, organization, etc. and promotes team building through development of schedules, coordination and problem solving activities. [D03416]

The measure of value received for

Worth	the resources expended . [D03708]
WP	See Work Package
Written	Information conveyed in hard copy. [D02171]

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Zero Based Budgeting — to — Zero Float

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Zero Based Budgeting

An approach to corporate, annual plan, budgeting in which all departmental annual budget requirements must be estimated and justified from the ground up, rather than by adding a percentage allowance to last year's approved budget or actual expenditure (typically whichever is the

[PD-U]

higher.) [D03421]

Zero Dollar Contract

A contract, usually for one dollar, that establishes a legal relationship to facilitate transfer of items between the parties. [D04302]

[CSM]

✓ A condition where there is no excess time between activities. An activity with zero float is

Zero Float

considered a critical activity. If the duration of any critical activity is increased (the activity slips), the project finish date will slip. [D02172]

[WST]
[PMST]

Zero Float

Describes a work item or activity on the critical path (i.e. a delay in its completion would cause a corresponding delay in the

[CCCP]

[project completion](#)
[date](#)). [D02173]

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